

# FUSION-OXFORD'S COMMUNITY ARTS AGENCY- LIMITED

England & Wales · Charity number 1070805

## Details

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Other names	BLOOMIN ARTS LTD
Status	Registered
Legal form	Charitable company
Company number	<a href="#">02089425</a>
Registered	1998-07-31
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Address	Wenn Townsend 30 St. Giles Oxford OX1 3LE
Phone	01865245735
Email	<a href="mailto:info@fusion-arts.org">info@fusion-arts.org</a>
Website	<a href="http://www.fusion-arts.org">www.fusion-arts.org</a>

## Activities

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**Objects:** 1. TO 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 NEEDS2. TO PROVIDE OR ASSIST IN THE PROVISION OF FACILITIES FOR THE ARTS, RECREATION AND LEISURE TIME OCCUPATION WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE FOR SUCH PERSONS.

**Activities:** 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. We prioritise those who otherwise would not access the arts

## Classification

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- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Arts/culture/heritage/science
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, The General Public/mankind

## Geography

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- Buckinghamshire
- Northamptonshire
- Oxfordshire
- Reading
- West Berkshire
- Wiltshire

## Finances

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Period end	Income	Expenditure	Assets	Employees
2025-03-31	£394,120	£353,483	-	-
2024-03-31	£217,424	£181,999	-	-
2023-03-31	£117,220	£242,867	-	-
2022-03-31	£263,116	£271,138	-	-
2021-03-31	£305,719	£188,045	-	-

## Trustees

Name	Role	Appointed
<b>Nobuhle Regina Ndhlovu</b>	Chair	2020-09-01
Dr Ines Smyth		2025-06-10
Dr Sarah Blair		2025-03-25
Dr Vanessa Vogwill		2025-03-25
Lisia Ofa Newmark		2019-09-11
Masimbonge Valentine Sithole		2025-03-25
Matilda McEvedy		2025-06-10
Sally McKone		2018-04-14

**FUSION-OXFORD'S COMMUNITY ARTS AGENCY- LIMITED**

England & Wales - Charity number 1070805

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# Accounts

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**Company number: 02089425**  
**Charity number: 1070805**

**Fusion Oxford's Community Arts Agency Limited**

**Unaudited Report & Financial Statements**

**for the year ended**

**31 March 2025**

**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 2025**

**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

**Operational Address** Fusion - Oxford's Community Arts Agency  
15 Park End Street,  
Oxford  
OX1 1HH

(Temporarily Closed)  
Fusion Arts Centre  
East Oxford Community Centre  
Princes Street  
Oxford  
OX4 1DD

**Registered Address** 30 St Giles'  
Oxford,  
United Kingdom  
OX1 3LE

**Trustees**

Roger McKenzie	(Co-Chair – resigned Feb 2026)
Sally McKone	(Treasurer)
Lisia Newmark	
Regina Ndhlovu	(Co-Chair and Chair)
Sarah Blair	(Appointed March 2025)
Adam Thorndike	(Appointed March 2025 – resigned Jan 2026)
Valentine Sithole	(Appointed March 2025)
Vanessa Vogwill	(Appointed March 2025)
Matilda McEvedy	(Appointed June 2025)
Ines Smyth	(Appointed June 2025)

**Secretary** Kieran Cox

**Principal Bankers** National Westminster Bank PLC  
250 Bishopsgate  
London  
EC2M 4AA

**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 2025

## **Structure, Governance and Management**

The Trustees present their annual report and the financial statements for the year ended 31 March 2025.

## **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.

During the year the Trustees carried out a targeted recruitment campaign, using social media and reaching out to connected organisations. Candidates then met with the Trustees and attended a Trustee Meeting as observers before a decision was made as to final appointment.

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 are 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 that 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 2025 (continued)

## **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, inclusive and innovative artistic experiences.*

## **Fusion Arts Key Achievements 2024 – 2025**

The twelve months to the end of March 2025 were a pivotal time for Fusion Arts. Our home and base for many years of the East Oxford Community Centre in East Oxford continued to undergo development, however we were able to extend our reach, working from new facilities.

These facilities include

- Our existing spaces in Templars Square, providing a base for artists studios and residencies
- 58 Between Towns Road, hosting the Caribbean Living Room space as well as providing studio and rehearsal space for community and acting as a food distribution and drop in centre.
- 95 Gloucester Green, providing a creative space for workshops, exhibitions and exhibitions
- Window Galleries, collaboration with the Graduate Hotels - Randolph Hotel offering display case and exhibition to and for the public & artists on a busy thoroughfare.

These facilities have been supported through continued collaborating partners – Redevco, WorkMan Group, NewRiver REIT, Graduate Hotels – and through continued core funding from Oxford City Council and a number of Trusts and Foundations. Notably activity in many of these spaces was funded by partners and also Public Funding from National Lottery players via Arts Council England

During the year we have also worked with Nuffield College on a substantial collaboration to activate a significant space in Park End Street, which is currently vacant, and although needing some work will provide extensive gallery, studio and exhibition space, which has already been used for several key exhibitions during the year.

From these facilities we retained a close connection with partners across Oxford, including but was not limited to a number of networks of collective action and support: specifically Climate Justice and Racial Justice through our work with Green Arts Oxfordshire Network (GAON) & Oxford Cultural Anti-Racism Alliance (OCARA).

Fusion Arts continued to support the local economy through employment, creating long term and short term opportunities. Fusion Arts continued to support the local economy by working with local partners and suppliers. Fusion Arts continued to support the local economy by putting on events and exhibitions that brought footfall and spend across multiple areas throughout the year.

Fusion Arts continued to fight injustice and advocate for social change. Fusion supported diverse partners and groups, communities and individuals with protected characteristics disadvantaged and disenfranchised by the wider society and experience, or at risk of, being discriminated against.

Fusion Arts continued to support the community providing opportunities for people to come together, learn, celebrate and share arts and culture.

Committed to social change Fusion Arts is a founding member of Oxfordshire's Cultural Anti-

Fusion Oxford's Community Arts Agency Limited  
Trustees Annual Report  
For the year ended 31 March 2025 (continued)

Racism Alliance. Continuing the work from the prior year, Fusion Arts has administrative responsibility – supporting this collaborative action across the local cultural sector. This work was supported by Arts Council England

Commitment to combatting climate emergency – Fusion co-founded and continues to run Oxfordshire Green Arts Charter & Network with the collaboration and support of additional partners and artists.

## **Key Projects, Events, Partnerships and Highlights 2024 - 2025**

### **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.

We work with groups of 7-11 years old children with speech, language and communication needs to engage in creative arts practice to build skills, self-esteem, confidence and interpersonal relationships.

This year's focus was on **The Hope Collection** in Museum of Natural History. The sessions offered a framework for engaging with insect evolution, their ecological significance and feelings and encompassed 12 weekly sessions, 6 local artists 10 Children and adults. The Collections of Hope Story Makers Learning Symposium took place at the Oxford Museum of Natural History Lecture Theatre, celebrating over a decade of Story Makers' work fostering creativity, communication, identity, and learning in Oxford's primary schools.

### **Oxford Writers Wheel Creative Writing Hub**

An evolution from our multi year, successful Write On Project, this programme includes a Creative Writing programme which partners with young carers and children in care, offering a series of creative writing workshops with those aged 13-19 to develop skills and build confidence, self-esteem and friendships. Online and in person sessions offered 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. Sessions are led by mentors from the Creative Writing MSt course at the University of Oxford. The mentors receive safeguarding and mentoring training. Feedback from partners and participants, report benefits including increased confidence in their writing ability and confidence speaking & sharing work in front of a group.

During the year this programme employed 3 writers and ran 4 workshops with over 80 participants.

### **Community Led Projects with the UK Shared Prosperity Fund**

Working with the UK Shared Prosperity Fund, Fusion co-ordinated community led projects in Berinsfield and Didcot with the aim of engaging local residents with Art. These included

- Documenting life and soundscapes from local residents
- Facilitated the creation a collaborative Mural at the Youth Centre that will be installed outside their building.
- Facilitated the creation of 3 different mosaics, engaging over 4 different community groups in the creation. Set to be installed in three different locations.
- Commissioned a local artist to create 5 wood carved animals, all installed in 5 different key locations.

Fusion Oxford's Community Arts Agency Limited  
Trustees Annual Report  
For the year ended 31 March 2025 (continued)

Across these projects we engaged with 10 artists and almost 500 residents including 5 different community groups.

### **Window Galleries**

Innovative partnership with the Randolph Hotel by Graduate Hotels established in 2020 we created a new gallery space for the city.

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. During the year these exhibitions included

- Notes on a Transient Archive: Rachel Barbaresi preserving undocumented stories
- Moses Bikishoni & The African Flags of Independence
- Mezelli Parker. African Flags of Independence. Black History month

### **Oxford Cultural Anti-Racism Alliance**

Created to respond to, and combat racism, through collaborative action Oxford Cultural Anti-Racism Alliance was launched in 2020 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.

Fusion Arts still leads alongside other cultural partners as a founding member of the Steering Committee

### **Green Arts Oxfordshire Network**

We have supported and led on the establishment of the Green Arts Oxfordshire Network in collaboration with Tandem Collective since 2020. The network is designed to help catalyse environmentally friendly actions amongst Oxfordshire artists and cultural organisations and charter our collective commitment to environmental justice.

GAON has established a Carbon Literacy Training programme specifically tailored to Oxfordshire and artists and cultural organisations. This training programme is accredited by the Carbon Literacy Project and trained 149 people during the year.

During the year Fusion supported several projects and exhibitions as well as taking part in Great Big Green Week. These included

- Hear the seeds Sing collaboration with artists from Yogyakarta in Indonesia with the British Council. Seeding Resistance: Poetry workshop. Panel discussion, Batik workshop. 6 events, 368 participants. Hosted a residency.
- Green Arts Get together – 22 attendees inc resident artists
- Harvesting Change – panel discussion British Council
- Creative Nature – a free community meal for 40 artists
- Green Arts on pause whilst Ellie Monk on sabbatical Start back up Spring 2025

### **Supporting Community through Creating Spaces & Place Making**

Fusion Oxford's Community Arts Agency Limited  
Trustees Annual Report

For the year ended 31 March 2025 (continued)

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

Building on conversations with partners and landlords 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.

During the year these exhibitions included

- Sanctuary: By the River Ismael Rodriguez. Caribbean and African cultures. Workshop also to learn basic techniques of clay modelling
- Divine Schism: Rhodri Davies. Musical experimentation
- Experiment Human - interactive Dark Comedy Show pre Edinburgh Fringe Festival
- Lost Communications – birdsong from different countries audio-Ai-visual performance
- Where Olive Trees Weep. Screening and Discussion. Struggles of Palestinian people
- The Researching Body – immersive workshop
- Families Create for Palestine at half term. Parents for Palestine
- Gender Body and the Visceral: Girlpane Exhibitions – different artistic media
- Creative Multilingual Day. ESRC Festival of Social Science. Organised with OU Department of Education.
- Rehearsal space for Elves and the Shoemaker Wildboar Ideas
- Ruskin Drawing Sales
- **Depot 24** – Art Fair. 3 day Art Event including Solo Artist presentations – interconnected themes of identity, culture and history.
- Oxford Brookes University 2nd Year Interior Architecture Students: their fictional client— imagining new possibilities for our space. Complete in May. 23 Students
- Tamesis Unweaving: Anya Gleizer is mapping the River Thames through an incredible wearable robe

## Financial Review

### Reserves

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 three 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 the first two items 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 the third option the Board will be advised by the Director, in

Fusion Oxford's Community Arts Agency Limited  
Trustees Annual Report

For the year ended 31 March 2025 (continued)

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.

The reserves value held by the charity stands at £93,652.

### 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.

We have developed skills and expertise regarding activation of vacant and underused spaces and 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.

We will continue to expand and deliver meaningful collaborations in public spaces through Public Art and Community Arts interventions. We will build on our experience and collaborations to offer more opportunities for communities to come together. We will continue to iterate and develop programmes of work and projects – such as DEPOT art fair, Story Makers, GAON etc. for the benefit of individuals and the community. Taking a systems based approach to using creativity for social change & justice in a meaningful way for all.

With the addition of new facilities and partners Fusion Arts is developing a new business plan and organisational structure. This will include the ability to operate from a refreshed base from the East Oxford Community Centre, once redeveloped, increasing new opportunities to develop and enhance its outputs and engage with more communities.

### Directors

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

Roger McKenzie	(Co-Chair – resigned Feb 2026)
Sally McKone	(Treasurer)
Lisia Newmark	
Regina Ndhlovu	(Co-Chair and Chair)
Sarah Blair	(Appointed March 2025)
Adam Thorndike	(Appointed March 2025 – resigned Jan 2026)
Valentine Sithole	(Appointed March 2025)
Vanessa Vogwill	(Appointed March 2025)
Matilda McEvedy	(Appointed June 2025)
Ines Smyth	(Appointed June 2025)

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 amounts of such guarantees at 31 March 2025 was £8 (2024: £4)

Regina Ndhlovu

Chair

Rndhlovu  
.....2026

**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 2025 which are set out on pages 8 to 16.

**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**

13th March  
..... 2026

**Fusion Oxford's Community Arts Agency Limited**  
**Statement of Financial Activities (Incorporating an Income and Expenditure Account)**  
**for the year ended 31 March 2025**

	Note	Unrestricted Funds £	Restricted Funds £	2025 Total £	Unrestricted Funds £	Restricted Funds £	2024 Total £
<b><u>INCOME AND ENDOWMENTS FROM</u></b>							
Incoming resources from generated funds:							
Donations, legacies and grants		234,929	110,493	345,422	56,621	50,109	106,730
Income from charitable activities:							
- Project income		15,285	19,075	34,360	5,137	42,000	47,137
- Programme income		11,598	2,350	13,948	30,385	23,770	54,155
- Sundry income		390	-	390	9,402	-	9,402
<b><u>TOTAL INCOME AND ENDOWMENTS</u></b>	2	<u>262,202</u>	<u>131,918</u>	<u>394,120</u>	<u>101,545</u>	<u>115,879</u>	<u>217,424</u>
<b><u>EXPENDITURE ON</u></b>							
Charitable activities	3	145,030	110,386	255,416	72,552	53,187	125,732
Support and governance costs	3	96,885	1,182	98,067	54,914	1,346	56,260
<b><u>TOTAL RESOURCES EXPENDED</u></b>		<u>241,915</u>	<u>111,568</u>	<u>353,483</u>	<u>127,466</u>	<u>54,533</u>	<u>181,999</u>
Net resources expended	4	20,287	20,350	40,637	(25,921)	61,346	35,425
Transfers between funds		30,055	(30,055)	-	15,104	(15,104)	-
<b>Net movement in funds</b>		50,342	(9,705)	40,637	(10,817)	46,242	35,425
<b>Funds at 1 April 2024</b>		10,225	42,790	53,015	21,042	(3,452)	17,590
<b>Funds at 31 March 2025</b>	11	<u>60,567</u>	<u>33,085</u>	<u>93,652</u>	<u>10,225</u>	<u>42,790</u>	<u>53,015</u>

Included within unrestricted funds at 31 March 2025 is £nil (2024: £nil) relating to designated funds and £60,567 (2024: £10,225) 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 10 to 16 form part of these financial statements.

**Fusion Oxford's Community Arts Agency Limited**

**Balance Sheet  
as at 31 March 2025**

	Note		2025 £	2024 £
<b>Fixed assets</b>				
Tangible fixed assets	7		11,170	1,314
<b>Current assets</b>				
Debtors	8	122,562	20,126	
Cash at bank and in hand		44,890	61,004	
		<u>167,452</u>	<u>81,130</u>	
<b>Creditors: amounts falling due within one year</b>	9	<u>(84,970)</u>	<u>(29,429)</u>	
<b>Net current assets</b>			<u>82,482</u>	<u>51,701</u>
<b>Net assets</b>	10		<u>93,652</u>	<u>53,015</u>
<b>Funds</b>				
Unrestricted funds	11		60,567	10,225
Restricted funds	11		33,085	42,790
			<u>93,652</u>	<u>53,015</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 29 January 2026 and signed on its behalf by

*R Ndhlovu*

**Regina Ndhlovu  
Chair**

**Company number: 02089425**

**The notes on pages 10 to 16 form part of these financial statements**

## Fusion Oxford's Community Arts Agency Limited

### Notes to the Financial Statements for the year ended 31 March 2025

#### 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 2025 (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
Fixtures and fittings	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 (2024: none).

**3. Charitable expenditure**

	<b>Furthering Charity £</b>	<b>Support Costs £</b>	<b>Governance Costs £</b>	<b>2025 Total £</b>	<b>2024 Total £</b>
Wages and salaries	46,771	23,385	-	70,156	81,987
Project costs	164,223	-	-	164,223	66,595
Travel and subsistence	987	-	-	987	410
Office and workshop	-	76,598	-	76,598	12,434
Telephone costs	-	2,817	-	2,817	456
Printing, postage and stationery	1,234	1,312	-	2,546	1,733
Advertising and publicity	-	-	-	-	845
Training and subscriptions	1,331	-	-	1,331	1,691
Insurance	-	11,602	-	11,602	3,573
Accountancy fees	-	6,497	2,490	8,987	10,200
Sundry expenses	2,414	8,110	-	10,524	350
Depreciation	-	2,336	-	2,336	683
Recruitment	-	-	-	-	-
Website	-	1,376	-	1,376	1,002
Legal fees	-	-	-	-	40
	<u>216,960</u>	<u>134,033</u>	<u>2,490</u>	<u>353,483</u>	<u>181,999</u>

**Fusion Oxford's Community Arts Agency Limited**

**Notes to the Financial Statements  
for the year ended 31 March 2025 (continued)**

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

	<b>2025</b>	<b>2024</b>
	£	£
This is stated after charging:		
Independent examiner's fee	2,490	3,000
Depreciation	2,336	683
	<u>          </u>	<u>          </u>

**5. Staff costs and numbers**

	<b>2025</b>	<b>2024</b>
	£	£
Salaries and wages - gross	68,574	80,203
Pension	1,582	1,784
	<u>          </u>	<u>          </u>
	<u>70,156</u>	<u>81,987</u>

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

Direct charitable activities	2	2
Management and administration	1	1
	<u>          </u>	<u>          </u>
Total employed staff	3	3
Freelance staff	9	4
	<u>          </u>	<u>          </u>
Total staff	<u>12</u>	<u>7</u>

No employee received emoluments in excess of £60,000 per annum for either 2025 or 2024.

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 (2024: £nil).

No Trustees had expenses reimbursed by the charity (2024: £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 2025 (continued)**

**7. Tangible fixed assets**

	Plant & machinery £	Fixtures & fittings £	Computer equipment £	Total £
<b>Cost</b>				
At 1 April 2024	4,804	1,123	22,955	28,882
Additions	11,811	-	439	12,250
Disposals	-	-	(1,168)	(1,168)
At 31 March 2025	<u>16,615</u>	<u>1,123</u>	<u>22,226</u>	<u>39,964</u>
<b>Depreciation</b>				
At 1 April 2024	4,761	1,123	21,684	27,568
Charge for the year	1,785	-	551	2,336
Depreciation on disposals	-	-	(1,110)	(1,110)
At 31 March 2025	<u>6,546</u>	<u>1,123</u>	<u>21,125</u>	<u>28,797</u>
<b>Net book values</b>				
At 31 March 2025	<u>10,069</u>	<u>-</u>	<u>1,101</u>	<u>11,170</u>
At 31 March 2024	<u>43</u>	<u>-</u>	<u>1,271</u>	<u>1,314</u>

**8. Debtors**

	2025 £	2024 £
Trade debtors	19,781	15,179
Prepayments	30,295	4,947
Other Debtors	72,486	-
	<u>122,562</u>	<u>20,126</u>

**9. Creditors: amounts falling due within one year**

	2025 £	2024 £
Trade creditors	70,957	12,251
Taxes and social security	8,780	7,728
Accruals and deferred income	2,490	3,750
Other creditors	2,743	5,700
	<u>84,970</u>	<u>29,429</u>

**Fusion Oxford's Community Arts Agency Limited**

**Notes to the Financial Statements  
for the year ended 31 March 2025 (continued)**

**10. Analysis of net assets between funds**

<b>2025</b>	<b>Designated Fund £</b>	<b>General Fund £</b>	<b>Restricted Funds £</b>	<b>2025 Total £</b>
Tangible fixed assets	-	10,670	-	10,670
Current assets	-	134,867	33,085	167,952
Current liabilities	-	(84,970)	-	(84,970)
<b>Net Assets at 31 March 2025</b>	<u>-</u>	<u>60567</u>	<u>33,085</u>	<u>93,652</u>
<b>2024</b>	<b>Designated Fund £</b>	<b>General Fund £</b>	<b>Restricted Funds £</b>	<b>2024 Total £</b>
Tangible fixed assets	-	1,314	-	1,314
Current assets	-	38,340	42,790	81,130
Current liabilities	-	(29,429)	-	(29,429)
<b>Net Assets at 31 March 2024</b>	<u>-</u>	<u>10,225</u>	<u>42,790</u>	<u>53,015</u>

## 11. Movement in funds 2025

	Opening balance £	Incoming Resources £	Outgoing Resources £	Transfer £	Closing balance £
<b>Restricted Funds:</b>					
Connections Through Culture	3,058	2,000	(3,755)	(1,303)	-
Creative Writing Hub	(320)	25,578	(25,885)	-	(627)
UKSPF Berinsfield /Garden Towns	13,274	19,000	(19,154)	(10,587)	2,533
OCARA	14,845	22,130	(26,389)	(1,100)	9,486
Story Makers 3 and 3.2	20,985	5,983	(9,903)	(17,065)	-
Street Arts – Rose Hill	500	-	-	-	500
Green Arts Oxfordshire Network	(9,552)	18,833	(9,472)	-	(191)
Revitalising PES	-	26,204	(17,010)	-	9,194
Well Together	-	12,190	-	-	12,190
	<u>42,790</u>	<u>131,918</u>	<u>(111,568)</u>	<u>(30,055)</u>	<u>33,085</u>
<b>Unrestricted Funds</b>					
General	10,225	262,202	(241,915)	30,055	60,567
Designated	-	-	-	-	-
	<u>10,225</u>	<u>262,202</u>	<u>(241,915)</u>	<u>30,055</u>	<u>60,567</u>
<b>Total Funds</b>	<u><u>53,015</u></u>	<u><u>394,120</u></u>	<u><u>(353,483)</u></u>	<u><u>-</u></u>	<u><u>93,652</u></u>

Transfers relate to overspends on some restricted projects being covered by unrestricted income, management fees and apportionments of overheads. Additionally, some relate to closure of the specific restricted funds and recognition of the costs previously having been absorbed by the general fund.

### Restricted funds

- Connections Through Culture - is a British Council funded cultural exchange programme
- Creative Writing Hub - is the next tranche of work following on from the successful WriteOn project and is Supported using public funding by the National Lottery through Arts Council England
- UKSPF Berinsfield / Garden Towns - funded by South Oxford District Council as part of the Government's UK Shared Prosperity Fund
- OCARA - Oxford's Cultural Anti-Racism Alliance is funded through donations from multiple partners and Supported using public funding by the National Lottery through Arts Council England
- Story Makers is funded by BBC Children in Need
- Street Arts Rose Hill is funded by Oxford City Council
- Green Arts Oxfordshire Network - is a programme and network co-founded and incubated by Fusion Arts. In 2024-25 it was supported to carry out its mission through funding and commissions from; Oxford City Council Community Grants, Climate Action Fund Vale of the White Horse Action Fund, South Oxford Councillor Community Grants and trusts and foundations.
- Revitalising PES - Supported using public funding by the National Lottery through Arts Council England
- Well Together – Tackling Health and Wellbeing inequalities - Well Together funding from Community First Oxfordshire funded by the Integrated Care Board

**12. Movement in funds 2024**

	Opening balance £	Incoming Resources £	Outgoing Resources £	Transfer £	Closing balance £
<b>Restricted Funds:</b>					
CLF23	-	1,230	(1,838)	608	-
Connections Through Culture	-	8,000	(3,942)	(1000)	3,058
Creative Writing Hub	-	-	(320)	-	(320)
UKSPF Berinsfield /Garden Towns	-	32,000	(10,826)	(7,900)	13,274
OCARA	-	18,000	(2,755)	(400)	14,845
OCEP Mural	3,250	-	(2,900)	(350)	-
SLDM 22	-	-	(395)	395	-
Story Makers 3 and 3.2	14,546	23,933	(14,180)	(3,314)	20,985
Street Arts – Rose Hill	500	-	-	-	500
WriteOn	447	-	(342)	(105)	-
Green Arts	(23,148)	32,716	(17,035)	(2,085)	(9,552)
Wetlands	953	-	-	(953)	-
	<u>(3,452)</u>	<u>115,879</u>	<u>(54,533)</u>	<u>(15,104)</u>	<u>42,790</u>
<b>Unrestricted Funds</b>					
General	21,042	101,545	(127,466)	15,104	10,225
Designated	-	-	-	-	-
	<u>17,590</u>	<u>217,424</u>	<u>(181,999)</u>	<u>-</u>	<u>53,015</u>

**12. Related parties**

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

**FUSION-OXFORD'S COMMUNITY ARTS AGENCY- LIMITED**

England & Wales - Charity number 1070805

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# Accounts

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**Company number: 02089425**  
**Charity number: 1070805**

**Fusion Oxford's Community Arts Agency Limited**

**Unaudited Report & Financial Statements**

**for the year ended**

**31 March 2024**

**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 2024**

<b>Status</b>	Fusion Oxford's Community Arts Agency Limited is a charitable company, limited by guarantee and registered as a charity
<b>Company Number</b>	02089425
<b>Charity Number</b>	1070805
<b>Registered Office and Operational Address</b>	Fusion Oxford's Community Arts Agency A Block East Oxford Community Centre Princes Street Oxford OX4 1DD
<b>Trustees</b>	Andrew John McLellan (Vice-Chair – resigned Sept 2023) Roger McKenzie (Co-Chair) Sally McKone (Treasurer) Lisia Newmark Regina Ndhlovu (Co-Chair)
<b>Secretary</b>	Kieran Cox
<b>Principal Bankers</b>	National Westminster Bank PLC
<b>Accountants</b>	Wenn Townsend 30 St Giles' Oxford OX1 3LE

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report For the year ended 31 March 2024**

#### **Structure, Governance and Management**

The Trustees present their annual report and the financial statements for the year ended 31 March 2024.

#### **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 skillset. 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 are 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 that 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 2024

#### Fusion Arts Key Achievements 2023-24

##### 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, inclusive and innovative 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 'Fusion Arts Centre' 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
  - Older people
  - 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 2024**

#### **2023-24**

In 2023-24, 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 recovering from the COVID-19 pandemic by supporting partners, workforces and communities. Fusion led on the establishment and development of a number of networks of collective action and support : specifically Climate Justice and Racial Justice through our work with Green Arts Oxfordshire Network (GAON) & Oxford Cultural Anti-Racism Alliance (OCARA).

Fusion Arts continued to support the local economy through employment, creating long term and short term opportunities. Fusion Arts continued to support the local economy by working with local partners and suppliers. Fusion Arts continued to support the local economy by putting on events and exhibitions that brought footfall and spend across multiple areas throughout the year.

Fusion Arts continued to fight injustice and advocate for social change. Fusion supported diverse partners and groups, communities and individuals with protected characteristics disadvantaged and disenfranchised by the wider society and experience, or at risk of, being discriminated against.

Fusion Arts continued to support the community providing opportunities for people to come together, learn, celebrate and share arts and culture.

Fusion Arts created opportunities for individuals and communities to connect and to gain skills and understanding.

Fusion Arts continued to lead on organisational, sectoral and community change and development.

Committed to social change Fusion Arts is a founding member of Oxfordshire's Cultural Anti-Racism Alliance. In 2023-24 Fusion Arts took on the administrative responsibility – supporting this collaborative action across the local cultural sector. This work was supported by Arts Council England

Commitment to combatting climate emergency – Fusion co-founded and runs Oxfordshire Green Arts Charter & Network with the collaboration and support of additional partners and artists

Continued artist support and development – Exhibitions, Advocacy, Studios, Space, Employment & Artist Research (Arts Lab and Music Lab)

Place making – Temporary Spaces and Pop-Up alongside community building and supporting events around the city.

#### **Key Projects, Events, Partnerships and Highlights 2023-24**

##### **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.

We work with groups of 7-11 years old children with speech, language and communication needs to engage in creative arts practice to build skills, self-esteem, confidence and interpersonal relationships. During COVID19 the delivery methodology changed to best support children and work safely for the team in a 'whole class' approach. This year's theme was Story Makers – Stories of Oxford with Wood Farm and Rose Hill Primary School children to help build self-confidence, self-belief and communication and support engagement with support of Museum of Oxford.

Part of a return to normal practice and recovery from COVID19 we were able to support Primary

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report For the year ended 31 March 2024

Schools in reestablishing out of school visits for the children following the Pandemic and also in reinstating after school provision.

During the summer term we worked with 22 children at Wood Farm and 10 children from Rose Hill Primary School. Story Makers also provided vital personal development training opportunities to three 3 keen sector volunteers

This intensive, in-depth and sustained programme has been shown to make significant positive 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.

Previous project partners to date include Bayards Hill, Cutteslowe, Rose Hill, New Marston and Wood Farm Primary Schools, John Henry Newman Academy School and also the Virtual School for looked after children. Museum partners have been The Ashmolean Museum of Art and Archaeology, The Pitt Rivers Museum, The Oxford University History of Science Museum, Oxford Botanic Garden and The Museum of Natural History and now Museum of Oxford.

We have extended this programme under current funding until 2025.

#### **Oxford Christmas Light Festival / Finding the Light**

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 over the past few years.

For this year's Light Festival, Fusion Arts delivered Lantern workshops to a number of groups. Notably:

**Activate Learning:** 45 students got involved, designing their own huge lantern for Florence Park. Local artist Hannah did a "how-to" demo and supported students with their builds. Lanterns were then used at multiple events.

**Oxford Community Action,** fun day for the family!  
During half term Oxford Community Action brought 27 participants to our Pop-Up at Templars Square Shopping Centre to create lanterns

**Larkrise Primary** got involved again and year 3 loved making stone-age inspired lanterns.

Taking part for the first time **Windale Primary School** got crafty, making lanterns with two whole year groups -year 2 and year 3!

**Parasol Project** created lanterns for a display and procession as part of their Christmas celebrations in North Way

#### **Finding the Light Florence Park 17<sup>th</sup> & 18<sup>th</sup> November 2023**

In addition to Lantern Making workshops Fusion Arts has helped developed the "Finding the Light" event in Florence Park produced by FloFest/GloFest and the local community. Partnering with FloFest for two evenings, Florence Park was illuminated with lights, lasers & lanterns. There were local independent food & drink stalls, fairground rides, live music & DJ's, and a light show.

On the Friday, 140 children from local primary schools Larkrise Primary School and East Oxford Primary came together to hold a mini lantern parade in the park with their friends, community and families; their 'Migration' themed lanterns were covered in flags and words (in many languages) of welcome and thanks. These lanterns were then hung in the trees for all to see over the weekend.

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report For the year ended 31 March 2024

1500 visitors came to witness the opening parade late on the Friday afternoon and hundreds of young people enjoyed the laser show finale Saturday night, while local businesses were bustling and the event was central to the Oxford's Christmas Light Festival.

#### **Write On!**

A Creative Writing programme created in Summer 2020 partnering with young carers and children in care. For this the third year of the programme Write On offered a series of creative writing workshops with those aged 13-17 to develop skills and build confidence, self-esteem and friendships. Online and in person sessions offered 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. Sessions are led by mentors from the Creative Writing MSt course at the University of Oxford. The mentors receive safeguarding and mentoring training. Feedback from partners and participants, report benefits including increased confidence in their writing ability and confidence speaking & sharing work in front of a group.

Participants have included Virtual School for Looked After Children and Care Leavers and Be Free Young Carers' network of carers, young people at EMBS college & Oxfordshire Youth Enterprise's Name It Project. Our mentors are working with over 25 young people from a range of socio-economic, ethnic and religious backgrounds, including ESL students and students who are returning to school to complete their GCSEs.

Given the growth of this project, we are planning for its long-term development into a *Creative Writing Hub* where we are aiming for a level of self-sufficiency achieved through longer-term core project funding.

In 2024-25 we'll be reigniting the Creative Writing Hub - in the process of restarting the creative writing hub - ACE funded, waiting for match funding - recruit Mentors from Alumni and MA students - work with EMBS, Name it Youth and young carers

#### **Supporting Community through Creating Spaces & Place Making**

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

Building on conversations with partners and landlords from 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, a music 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, Lighthouse Project as well as a diverse group of artists.

Supporting artist development and local arts ecology with affordable/subsidised studios and workshop space in Templars Square.

**13 Templars Square** – A new space for the community and artists. We created new artist studio spaces and we also created a workshop space. This space is ongoing and developing hosting workshops in the holidays with children, young people and families from Oxford Community Action, EMBS, and YWMP.

**Community Gallery & Creative Space 95 Gloucester Green** – New Community Gallery and Workshop space. Programmed alongside the community to create a dynamic and social values-driven exhibitions, activities & events supporting communities and artists.

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report For the year ended 31 March 2024

#### Notable exhibitions and events

##### Studio Artists

Anya Glezier, Pablo Fernandez Velasco, Alice Hackney, John Blythe, Katya Mora, Jordi Raga, Sylvia Morgardo, Helen Kohl. Diverse backgrounds, diverse range of visual arts and social practices from multiple cultures – including Mexico, Spain, Russia, France, England, Brazil, and Germany.

**ArtTest project** – in 2023-24 we expanded our temporary spaces programme and converted an empty shop unit to a pop-up public facing artist studio for 3 months.

##### Caribbean Living Room

Community space created by ACKHI (Afrikan and Caribbean Kultural Heritage Initiative) - Living Room exhibition, shop and social space. Studio and Rehearsal Space upstairs supporting artists - BKLUWO, Kuumba Nia Arts, Unlock the Chains Collective. Supports community - becoming a home and hub (food distribution and drop in)

##### Arts, Health and Ethics Collective - Collaboration and Launch

Following the successful Exhibition for “Merging Minds” (youth mental health and arts based research project) Fusion Arts collaborated with the Wellcome Institute for Ethics and Humanities - launch event to create a new network and dialogues around arts based research. Bridging between community, artists, researchers Fusion Arts joined the AHEC team offering seed funding to research and arts collaborations.

##### Land Justice Oxfordshire

Fusion Arts collaborated in hosting a number of events and gatherings across the autumn coinciding with an exhibition at Arts At the Old Fire Station.

##### Know your trespass rights workshop

Oxfordshire Right to Roam and co-Director of the Right to Roam campaign, Jon Moses, delivered a hands-on workshop on understanding your rights to wander in the countryside. Learn how to respond if challenged and empower yourself with knowledge!

##### Displaced: Film screening, Dinner & Discussion

We delved into powerful documentaries by director Hasand Film, and Oxford Land Justice team, enjoyed a delicious dinner, and engaged in meaningful discussions. The documentaries shed light on the journeys of those affected by the UK's hostile environment, and we explored the vital intersections of land, race, and migrant justice.

##### Fusion Arts classroom - EMBS language students

Staff, students, and teachers thoroughly enjoyed their lesson at the art gallery space, expressing enthusiasm and a desire for more such experiences to occur regularly.

##### Leaders of Tomorrow

Bronze Arts Award in collaboration with YWMP

Supporting young women, trans and non-binary teens in building confidence and self esteem through music making and gaining their bronze arts award. 7 sessions; including a living room style gig at 13 The Square. Recognised qualification equivalent of half a GCSE - increasing access to arts & music.

##### LisaMadelt mural with St Mary's St John

Fusion Arts supported local artist **Lisa Curtis** to deliver a mural inspired by core values at St Mary and St John Primary School's. Worked with 50 children as part of their Discovery Art Awards in March. This was Lisa's first in school project. This project was part of Fusion's work for the **Oxford Cultural Education Partnership**.

##### Oxford Community Action - Community holiday workshops with young people and families

Increasing fun, connectivity and access to arts and creativity. We delivered Monoprint & Collage workshop for 36 children at Templars Square Shopping Centre. Children enjoyed the printing and collaging. Every child engaged in the activities and the parent volunteers let us know how special it

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report For the year ended 31 March 2024

was to have access to printing techniques and how excited the children were to try it out.

**Sirkane Darkroom** is an exhibition of selection of photographs created and printed by participants at the Sirkhane Darkroom. Sirkhane Darkroom is a not for profit organisation in southern Turkey, working close to the border with Syria, that brings joy and creativity to children and young people affected by conflict and disaster. Collaboration with Artist Serbest Salih.

*These works were exhibited alongside*

**Rory Carnegies 'Autoportraits'** is an exhibition of selection of images from the artist's ongoing Autoportrait project. The images made between 1992 and 1994 explore authorship, power and the perception of power. Forming part of Photo Oxford 2023.

#### **Make it Mandatory**

Fundraiser and campaign launch Make it Mandatory – Teach DV team established in 2022 (led by Faustine Petron Fusion Arts Summer Intern 2022) are campaigning to have Domestic Violence and information about abuse taught in secondary school up to 16-18 years old.

#### **Wet Grain, Issue Four Launch**

A night of poetry readings by Laura Varnam, Isabelle Baafi, Jamie Cameron, Laura Theis, and Madeleine Lamm celebrating the launch of Wet Grain in Oxford! Wet Grain was founded by Patrick Romero McCafferty who is programme lead for Fusions Creative Writing hub. Wet Grain, is a print magazine that champions new poetry in English.

#### **Grail Exhibiton**

A pop up exhibition for Ruskin School of Art students: Antonia Jameson and Hugo Max.

#### **Merging Minds Exhibition**

Merging Minds is a live multiplayer art installation, that has been co-created as a result of a collaboration between artist/creative technologist duo Yambe Tam & Albert Barbu and the 'Rethinking Collective Minds' research strand, part of the Welcome Centre of Ethics and Humanities at the University of Oxford (WEH).

The work explores the philosophical questions of how we think and act as collectives; a phenomenon made increasingly more sophisticated through technological advances, brain-computer interfaces and digital social networks. As artists in residence, Yambe Tam & Albert Barbu have developed a bespoke multiplayer art video game and accompanying sculptural artworks, which are inspired by this line of research at the WEH

#### **The Apparition**

"The Apparition," featuring the works of five artists who have recently graduated from The Ruskin School of Art's Master of Fine Art (MFA) program. Yulia Kim, Benji Thomas, India Bruckner, Yingfei Lyu, and Lucy Meeber are all set to showcase their thought-provoking creations

#### **Resonate Bodies**

Resonate Bodies is an exhibition that seeks to give voice to marginalised experiences within healthcare, with an emphasis on the lived experiences of disabled artists and women.

Fusion Arts Oxford has collaborated with curator Phoenix Hunt and artists Delphi Campbell, Meg Erridge, and Laura Campbell to host the RESONATE BODIES exhibition at 95 Gloucester Green.

#### **IN BLOOM Exhibition**

In partnership with TORCH, the Humanities Cultural Programme and Institute for Ethics in AI 'In Bloom' is a story of redemption, overcoming the darkest days in one's life to find light again.

In collaboration with Oxford University, virtual + augmented reality artist Estella Tse shares her story of overcoming Complex PTSD and debilitating Depression through her immersive art. You'll find moments, snapshots, and explorations from four of Estella's phases: The Darkest Days, Recovering and Doing the Work, Rebuild, and Thrive. Each piece is a seedling that shapes and colours the larger

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report For the year ended 31 March 2024

ecosystem of Estella's life and growth.

Visitors were able to experience VR and AR and cutting edge technology and art.

#### **A Side for Everyone**

Collaborating and supporting Ruskin Art School - group student show 29 Students take over the Gloucester Green Gallery to practice and gain experience creating and exhibition and working together.

#### **Through Our Eyes**

Hosted an exhibition created and curated by Oxfordshire Homelessness provides a chance to view life from a different perspective and see the daily challenges and joys through the eyes and art of individuals experiencing homelessness.

#### **HOPIA Exhibition**

How have the people of Sudan built resilient communities in the past and present? 'A History of Ordinary People in Africa' (HOPIA) is a cultural heritage project consisting of a series of historical exhibitions. It is undertaken by members of the Oxford University Africa Society in partnership with Fusion Arts and supported by TORCH as part of the Humanities Cultural Programme, and the Oxford African Studies Centre. This was a fundraising art auction raising £2,020.

#### **Speed of Trust**

Rosie McLean solo exhibition supported through DYCP Arts Council England. An immersive art installation of glass sculptures, hangings, lighting, soundscapes, and a personal essay, viewers are encouraged to explore our connections with one another and the world.

#### **Window Galleries**

Innovative partnership with the Randolph Hotel by Graduate Hotels established in 2020 we created a new gallery space for the city.

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.

#### **This year, the #WindowGalleries have hosted:**

**The Braille Philosophy Object - Seeun Kim** display in the Window Galleries will be a range of metalwork that features passages from the works of William Shakespeare that have been inscribed in braille.

**Voices from Death Row** - This exhibition have been created in order to shed the light on the injustice and brutality of capital punishment, while providing a voice and humanising the people affected by this practice. Curated and organised by **Amelia Inglis**

**CUT Campaign** – Cut Campaign is an emergent UK solidarity campaign which aims to stop greenwashing and import of this 'dirty' timber to Britain from Sarawak, in Malaysian Borneo.

**Into Connection - Gaby Soly's** thought provoking artwork interrogates our relationship with trees and questions our societal and personal constructs around the idea of 'enough'.

**Connected to the co-op** - Textile artist **Ann Tutt** is showing a collection of work which is multi-faceted, taking a wry look at imitation in the fashion industry whilst exploring the emotions of feeling like an outsider artist.

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report For the year ended 31 March 2024

**Oxford Ankara** - This project has resulted in a mesmerizing collection of printed textiles that narrate the story of Oxford to the people of Lagos, Nigeria.

**Finding Our Way** - A research collaboration between Oxford and Oxford Brookes Universities with Unlocking the Chains Collective. It explores the African-Caribbean experience in Oxford through performance and imagines new ways of creating and inhabiting archives.

**Caribbean Living Room Window Galleries** - This reconstruction of a 1960s West Indian front room offers a glimpse into the vibrant lives and experiences of the Windrush Generation

**Sirkhane Darkroom** - This exhibition is a selection of photographs created and printed by participants at the Sirkhane Darkroom. Follow on Exhibition from 95 Gloucester Green.

**Uprooted** - An enchanting exhibition of soft sculptures. **Ellie Thompson** takes us on a journey into the unexpected, exploring the emotion of schadenfreude through her captivating creations.

**I thought I caught a glimpse of your reflection** - This captivating collection of paintings by **Meg Erridge** offers a profound exploration of time, decay, and the juxtaposition of history within the Oxford's Natural History Museum.

**Migration & Memories** - An Asian diasporic journey into the life and lens of **Ho Mah Soon**, a local resident whose legacy is set to be celebrated through an extraordinary posthumous showcase.

**A Place to Hide** - These paintings by **Mills Brown** celebrate finding refuge in nature, and collecting warm summer moments in preparation of winter.

**Our World, Our Futures** - This new study funded by Oxford Brookes University - Our World, Our Futures connects researchers, primary school teachers and children in two countries the UK and the Maldives – to develop an exciting cross-curricular Environmental Education and Global Citizenship project.

**There is No Door, Yet There are many Windows** - Showing **Georgia Arden-Crowther** - The exhibition symbolizes hope and comfort, showcasing personalized windows created by residents of Vale House Specialist Care Home. Led by Artist & Art Psychotherapist in training, Georgia Arden-Crowther.

### Oxford Cultural Anti-Racism Alliance

In April 2020, Fusion Arts met with community and cultural organisations across the city. Created to respond to, and combat racism, through collaborative action 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.

We have established programmes of training for the sector.

Fusion Arts still leads alongside other cultural partners as a founding member of the Steering Committee

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report For the year ended 31 March 2024**

#### **Green Arts Oxfordshire Network**

We have supported and led on the establishment of the Green Arts Oxfordshire Network in collaboration with Tandem Collective since 2020. 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.

Fusion Arts has successfully incubated this highly regarded local project. As GAON grows it has been able to redistribute materials and equipment, encouraged sharing and collaboration across the network. Supported Cultural events such as Marmalade and Big Green Week.

GAON has established a Carbon Literacy Training programme specifically tailored to Oxfordshire and artists and cultural organisations. This training programme is accredited by the Carbon Literacy Project.

#### **Redevelopment of East Oxford Community Centre**

The Fusion Arts Centre has been a hub for creativity in the local area. Using the centre, we have been able to support multiple diverse groups, multi-arts, exhibitions, events, collaborations between organisations, community and artists. As well as being one of Oxford's most important arts and youth spaces, 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.

Redevelopment of East Oxford Community Centre has been planned for many years. The redevelopment plan currently includes the demolition and replacement of Fusion Arts Centre. Due to uncertainties created through COVID-19 and the global economic downturn the future and security of the project were unclear. Poor communication from Oxford City Council (landlord and project partner) meant that our work at the Fusion Arts Centre was severely interrupted. Since the beginning of the planning process in 2015 Fusion Arts championed and centered social value and human centric design. We have asked that construction and refurbishment to be environmentally responsible. We have demanded that the building's future function is best practice regarding accessibility as well as usability and is welcoming to all from the community. We have also demanded economic responsibility going forward regarding management of the space with the 'rent' of the asset being accessible to community groups to still use the space and that the site supports local community groups.

In early May 2022 Fusion Arts said goodbye to our beloved Community Arts Centre. We eagerly await this next chapter. Project was due for completion between November 2023 - March 2024. Delays mean that the estimate delivery of the programme by Oxford City Council will be October 2025

Fusion has continued to be able to operate by activating numerous meanwhile spaces – activating disused shops and taking advantage to operate from empty buildings. This has enabled us to continue our work but without the community hub that was East Oxford Community Centre which was a key element of our success and a springboard for many of our projects. As a mitigation we look to open more spaces for our community and activity across the city.

This is a very exciting time for Fusion Arts and marks the next chapter in the organisation's development. Fusion Arts was established over 45 years ago in May 1977 and has been based at the Fusion Arts Centre, East Oxford Community Centre ever since.

It is also a very important moment for the local East Oxford communities and a commitment to Oxford's communities, the arts, social justice and wellbeing. A once in a lifetime opportunity of civic community building to create a new East Oxford Community Centre.

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report For the year ended 31 March 2024

**Community Darkroom** – Due to the Closure of Fusion Arts Centre the Community Darkroom needed to be broken down. Although much of the equipment is in storage we were able to create a small set up in one of the studios for use by artists and team and hope to reopen the community darkroom if a new venue becomes available in 2023-24.

**Young Person's Drawing Club (YPDC) & East Oxford Drawing School**– Programme is currently on hold due to the East Oxford Community Centre for redevelopment. We intend to reactivate at an alternative venue in 2023-24.

#### **Notable partners 2023-24s include:**

African Caribbean Kultural Heritage Initiative (ACKHI), Kuumba Nia Arts, Parasol Project, Luxmuralis, Tandem Collective, Young Women's Music Project (YWMP), Ruskin Arts School, Modern Art Oxford, Fig Studio, IF Science Festival, Cultural Partners Group OCC, FloFest / GloFest, East Oxford Youth Partnership Board, Cultural Education Partnership Board, Restore, Bounce Design, Drop All Words, Safehouse Studios, BKLWUO, Museum of 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, Oxford Community Action, Warehouse Arts School, 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 and Care Leavers, Rhodes Trust, Berry Youth Club, Berins Centre, Soboman 219 Art Space Templars Square Shopping Centre – New River Retail REIT, Community Spaces, Rose Hill Youth Club, Rose Hill Community Group, African School, Love Your Plane, Randolph Hotel by Graduate Hotels, Oxford City Council, South Oxfordshire District Council, Vale of the White Horse District Council.

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

#### **Financial Review**

##### **Reserves**

Due to the impact of the cost of living crisis on our funding opportunities and temporarily losing our main premises, and therefore main source of income due to redevelopment, we have spent down our operational reserves in 2023-24, which we target to rebuild in the coming year to three months operating RESERVES.

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 three 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.

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report For the year ended 31 March 2024**

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 Story Makers, Oxford Light Festival (Illuminating Oxford & Lantern Parades), These Things Matter with Museum of Colour. We are creating more public art programmes and also working across the county in areas such as Berinsfield and Didcot as we help communities recover from the COVID19 Pandemic and its effects to meet the needs of our communities.

We have developed skills and expertise regarding activation of vacant and underused spaces and 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 is helping to develop the Oxford Cultural Anti-Racism Alliance. Fusion is leading and incubating projects such as Green Arts Oxfordshire Network. Fusion is supporting other organisations to make changes that are of social, community and environmental value

**Fusion Oxford's Community Arts Agency Limited**

**Trustees Annual Report  
For the year ended 31 March 2024**

**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.

Andrew John McLellan	(Vice-Chair – resigned Sept 2023)
Roger McKenzie	(Co-Chair)
Sally McKone	(Treasurer)
Lisia Newmark	
Regina Ndhlovu	(Co-Chair)

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 2024 was £4 (2023: £5).

Regina Ndhlovu & Roger McKenzie

Co-Chair

.....2025

**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 2024 which are set out on pages 18 to 26.

**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**

..... **2025**

**Fusion Oxford's Community Arts Agency Limited**  
**Statement of Financial Activities (Incorporating an Income and Expenditure Account)**  
**for the year ended 31 March 2024**

	Note	Unrestricted Funds £	Restricted Funds £	2024 Total £	Unrestricted Funds £	Restricted Funds £	2023 Total £
<b><u>INCOME AND ENDOWMENTS FROM</u></b>							
Incoming resources from generated funds:							
Donations, legacies and grants		56,621	50,109	106,730	51,942	29,065	81,007
Income from charitable activities:							
- Project income		5,137	42,000	47,137	3,561	3,200	6,761
- Programme income		30,385	23,770	54,155	23,445	5,979	29,424
- Sundry income		9,402	-	9,402	28	-	28
<b><u>TOTAL INCOME AND ENDOWMENTS</u></b>	2	<u>101,545</u>	<u>115,879</u>	<u>217,424</u>	<u>78,976</u>	<u>38,244</u>	<u>117,220</u>
<b><u>EXPENDITURE ON</u></b>							
Charitable activities	3	72,552	53,187	125,739	129,955	48,440	178,395
Support and governance costs	3	54,914	1,346	56,260	61,045	3,427	64,472
<b><u>TOTAL RESOURCES EXPENDED</u></b>		<u>127,466</u>	<u>54,533</u>	<u>181,999</u>	<u>191,000</u>	<u>51,867</u>	<u>242,867</u>
Net resources expended	4	(25,921)	61,346	35,425	(112,024)	(13,623)	(125,647)
Transfers between funds		15,104	(15,104)	-	11,322	(11,322)	-
<b>Net movement in funds</b>		(10,817)	46,242	35,425	(100,702)	(24,945)	(125,647)
<b>Funds at 1 April 2023</b>		21,042	(3,452)	17,590	121,744	21,493	143,237
<b>Funds at 31 March 2024</b>	11	<u>10,225</u>	<u>42,790</u>	<u>53,015</u>	<u>21,042</u>	<u>(3,452)</u>	<u>17,590</u>

Included within unrestricted funds at 31 March 2024 is £nil (2023: £nil) relating to designated funds and £10,225 (2023: £18,852) 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 20 to 25 form part of these financial statements.

**Fusion Oxford's Community Arts Agency Limited**

**Balance Sheet  
as at 31 March 2024**

	Note		2024 £	2023 £
<b>Fixed assets</b>				
Tangible fixed assets	7		1,314	1,996
<b>Current assets</b>				
Debtors	8	20,126	18,701	
Cash at bank and in hand		61,004	38,444	
		81,130	57,145	
<b>Creditors: amounts falling due within one year</b>	9	(29,429)	(41,551)	
<b>Net current assets</b>			51,701	15,594
<b>Net assets</b>	10		53,015	17,590
<b>Funds</b>				
Unrestricted funds	11	10,225	21,042	
Restricted funds	11	42,790	(3,452)	
		53,015	17,590	

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 ..... 2025 and signed on its behalf by

**Regina Ndhlovu**  
Chair

**Company number: 02089425**

**The notes on pages 20 to 25 form part of these financial statements**

## Fusion Oxford's Community Arts Agency Limited

### Notes to the Financial Statements for the year ended 31 March 2024

#### 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 2024 (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 (2023: none).

**3. Charitable expenditure**

	Furthering Charity £	Support Costs £	Governance Costs £	2024 Total £	2023 Total £
Wages and salaries	54,658	27,329	-	81,987	99,100
Project costs	66,595	-	-	66,595	101,606
Travel and subsistence	410	-	-	410	833
Office and workshop	-	12,434	-	12,434	8,743
Telephone costs	-	456	-	456	1,119
Printing, postage and stationery	1,360	373	-	1,733	8,221
Advertising and publicity	845	-	-	845	2,955
Training and subscriptions	1,691	-	-	1,691	483
Insurance	-	3,573	-	3,573	4,262
Accountancy fees	-	7,200	3,000	10,200	9,383
Sundry expenses	180	170	-	350	541
Depreciation	-	683	-	683	1,122
Recruitment	-	-	-	-	100
Website	-	1,002	-	1,002	4,228
Legal fees	-	-	40	40	171
	<u>125,739</u>	<u>53,220</u>	<u>3,040</u>	<u>181,999</u>	<u>242,867</u>

**Fusion Oxford's Community Arts Agency Limited**

**Notes to the Financial Statements  
for the year ended 31 March 2024 (continued)**

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

	<b>2024</b>	<b>2023</b>
	£	£
This is stated after charging:		
Independent examiner's fee	3,000	3,000
Depreciation	683	1,122
	3,683	4,122

**5. Staff costs and numbers**

	<b>2024</b>	<b>2023</b>
	£	£
Salaries and wages - gross	80,203	97,217
Pension	1,784	1,883
	81,987	99,100

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

Direct charitable activities	2	2
Management and administration	1	1
	3	3
Total employed staff	3	3
Freelance staff	4	4
	7	7
Total staff	7	7

No employee received emoluments in excess of £60,000 per annum for either 2024 or 2023.

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 (2023: £nil).

No Trustees had expenses reimbursed by the charity (2023: £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 2024 (continued)**

**7. Tangible fixed assets**

	Plant & machinery £	Fixtures & fittings £	Computer equipment £	Total £
<b>Cost</b>				
At 1 April 2023	4,804	1,123	22,955	28,882
Additions	-	-	-	-
At 31 March 2024	<u>4,804</u>	<u>1,123</u>	<u>22,955</u>	<u>28,882</u>
<b>Depreciation</b>				
At 1 April 2023	4,740	1,123	21,023	26,886
Charge for the year	21	-	661	682
At 31 March 2024	<u>4,761</u>	<u>1,123</u>	<u>21,684</u>	<u>27,568</u>
<b>Net book values</b>				
At 31 March 2024	<u>43</u>	<u>-</u>	<u>1,271</u>	<u>1,314</u>
At 31 March 2023	<u>64</u>	<u>-</u>	<u>1,932</u>	<u>1,996</u>

**8. Debtors**

	2024 £	2023 £
Trade debtors	15,179	11,513
Prepayments	4,947	7,188
	<u>20,126</u>	<u>18,701</u>

**9. Creditors: amounts falling due within one year**

	2024 £	2023 £
Trade creditors	12,251	11,683
Taxes and social security	7,728	2,677
Accruals and deferred income	3,750	3,600
Other creditors	5,700	23,591
	<u>29,429</u>	<u>41,551</u>

**Fusion Oxford's Community Arts Agency Limited**

**Notes to the Financial Statements  
for the year ended 31 March 2024 (continued)**

**10. Analysis of net assets between funds**

<b>2024</b>	<b>Designated Fund £</b>	<b>General Fund £</b>	<b>Restricted Funds £</b>	<b>2024 Total £</b>
Tangible fixed assets	-	1,314	-	1,314
Current assets	-	38,340	42,790	81,130
Current liabilities	-	(29,429)	-	(29,429)
<b>Net Assets at 31 March 2024</b>	<b>-</b>	<b>10,225</b>	<b>42,790</b>	<b>53,015</b>
<b>2023</b>	<b>Designated Fund £</b>	<b>General Fund £</b>	<b>Restricted Funds £</b>	<b>2023 Total £</b>
Tangible fixed assets	-	1,996	-	1,996
Current assets	-	57,145	-	57,145
Current liabilities	-	(38,099)	(3,452)	(41,551)
<b>Net Assets at 31 March 2023</b>	<b>-</b>	<b>21,042</b>	<b>(3,452)</b>	<b>17,590</b>

**Fusion Oxford's Community Arts Agency Limited**

**Notes to the Financial Statements  
for the year ended 31 March 2024 (continued)**

**11. Movement in funds 2024**

	Opening balance £	Incoming Resources £	Outgoing Resources £	Transfer £	Closing balance £
<b>Restricted Funds:</b>					
CLF23	-	1,230	(1,838)	608	-
Connections Through Culture	-	8,000	(3,942)	(1000)	3,058
Creative Writing Hub	-	-	(320)	-	(320)
UKSPF Berinsfield /Garden Towns	-	32,000	(10,826)	(7,900)	13,274
OCARA	-	18,000	(2,755)	(400)	14,845
OCEP Mural	3,250	-	(2,900)	(350)	-
SLDM 22	-	-	(395)	395	-
Story Makers 3 and 3.2	14,546	23,933	(14,180)	(3,314)	20,985
Street Arts – Rose Hill	500	-	-	-	500
WriteOn	447	-	(342)	(105)	-
Green Arts	(23,148)	32,716	(17,035)	(2,085)	(9,552)
Wetlands	953	-	-	(953)	-
	<u>(3,452)</u>	<u>115,879</u>	<u>(54,533)</u>	<u>(15,104)</u>	<u>42,790</u>
<b>Unrestricted Funds</b>					
General	21,042	101,545	(127,466)	15,104	10,225
Designated	-	-	-	-	-
	<u>17,590</u>	<u>217,424</u>	<u>(181,999)</u>	<u>-</u>	<u>53,015</u>

Transfers relate to overspends on some restricted projects being covered by unrestricted income, management fees and apportionments of overheads. Additionally, some relate to closure of the specific restricted funds and recognition of the costs previously having been absorbed by the general fund.

**Restricted funds**

- CLF23 - Oxford Christmas Light Festival is funded by Oxford City Council
- Connections Through Culture - is a British Council funded cultural exchange programme
- Creative Writing Hub - is the next tranche of work following on from the successful WriteOn project and is Supported using public funding by the National Lottery through Arts Council England
- UKSPF Berinsfield / Garden Towns - funded by South Oxford District Council as part of the Government's UK Shared Prosperity Fund
- OCARA - Oxford's Cultural Anti-Racism Alliance is funded through donations from multiple partners and Supported using public funding by the National Lottery through Arts Council England
- OCEP Mural - was funded by Oxford City Council Cultural Education Partnership
- SLDM 22 - was commissioned by Creative Dementia Arts Network
- Story Makers is funded by BBC Children in Need
- Street Arts Rose Hill is funded by Oxford City Council
- WriteOn is funded by multiple partners including Doris Field Charitable Trust.
- Green Arts - is a programme and network co-founded incubated by Fusion Arts. In 2023-24 it was supported to carry out its mission through funding and commissions from; Oxford City Council Community Grants, Climate Action Fund Vale of the White Horse Action Fund, South Oxford Councillor Community Grants and the Cave Foundation.
- Wetlands - was a commission from Freshwater Habitats Trust.

**Fusion Oxford's Community Arts Agency Limited**

**Notes to the Financial Statements  
for the year ended 31 March 2024 (continued)**

**11. Movement in funds 2023**

	Opening balance £	Incoming Resources £	Outgoing Resources £	Transfer £	Closing balance £
<b>Restricted Funds:</b>					
Inside Out Outside In	3,163	-	-	(3,163)	-
Sensational Books	5,069	-	(3,179)	(1,890)	-
Story Makers 3 and 3.2	9,468	17,950	(12,872)	-	14,546
Street Arts – Rose Hill	500	-	-	-	500
Lanterns 2022	-	5,500	(4,671)	(829)	-
WriteOn	5,658	(2,671)	(2,540)	-	447
SOUAB	(2,365)	2,365	(475)	475	-
Leaders of Tomorrow	-	2,200	-	(2,200)	-
Green Arts	-	3,000	(26,148)	-	(23,148)
OCEP Mural	-	3,250	-	-	3,250
SLDM 2022	-	4,350	(635)	(3,715)	-
Wetlands	-	2,300	(1,347)	-	953
	<u>21,493</u>	<u>38,244</u>	<u>(51,867)</u>	<u>(11,322)</u>	<u>(3,452)</u>
<b>Unrestricted Funds</b>					
General	66,744	78,976	(191,000)	66,322	21,042
Designated	55,000	-	-	(55,000)	-
<b>Total Funds</b>	<u><u>143,237</u></u>	<u><u>117,220</u></u>	<u><u>(242,867)</u></u>	<u><u>-</u></u>	<u><u>17,590</u></u>

**12. Related parties**

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

**FUSION-OXFORD'S COMMUNITY ARTS AGENCY- LIMITED**

England & Wales - Charity number 1070805

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# Accounts

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**Company number: 02089425**  
**Charity number: 1070805**

**Fusion Oxford's Community Arts Agency Limited**

**Unaudited Report & Financial Statements**

**for the year ended**

**31 March 2023**

**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 2023**

<b>Status</b>	Fusion Oxford's Community Arts Agency Limited is a charitable company, limited by guarantee and registered as a charity
<b>Company Number</b>	02089425
<b>Charity Number</b>	1070805
<b>Registered Office and Operational Address</b>	Fusion Oxford's Community Arts Agency A Block East Oxford Community Centre Princes Street Oxford OX4 1DD
<b>Trustees</b>	Kate Eveleigh (resigned December 2022) Andrew John McLellan (Vice-Chair) Roger McKenzie (Co-Chair) Sally McKone (Treasurer) Lisia Newmark Regina Ndhlovu (Co-Chair)
<b>Secretary</b>	Kieran Cox
<b>Principal Bankers</b>	National Westminster Bank PLC
<b>Accountants</b>	Wenn Townsend 30 St Giles' Oxford OX1 3LE

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report For the year ended 31 March 2023**

#### **Structure, Governance and Management**

The Trustees present their annual report and the financial statements for the year ended 31 March 2023.

#### **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 skillset. 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 are 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 that 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 2023

### Fusion Arts Key Achievements 2022-23

#### 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, inclusive and innovative 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 'Fusion Arts Centre' 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
  - Older people
  - 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 2023**

#### **2022-23**

In 2022-23, 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 recovering from the COVID-19 pandemic by supporting partners, workforces and communities. Fusion led on the establishment and development of a number of networks of collective action and support.

Fusion Arts did not create any redundancies or furlough any staff in the year 2021-22 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 a large period of the year for the safety and welfare of staff, artists and communities. Fusion Arts was therefore well placed to take a lead on the cultural recovery of Oxford and the arts ecology of Oxford throughout 2022-23.

Fusion Arts operated ongoing throughout the pandemic supporting communities and reopened Fusion Arts Centre and studio spaces in a COVID-19 safe way responding to different variants. Supporting groups and communities to reconvene in a safe and supported way meant that the beginning of 2022 was a vibrant time for many stakeholders.

Fusion Arts continued to support the local economy through employment, creating a number of temporary and permanent roles. Fusion Arts continued to support the local economy by working with local partners and suppliers. Fusion Arts continued to support the local economy by putting on events and exhibitions that brought footfall and spend across multiple areas throughout the year.

Fusion Arts continued to fight injustice and advocate for social change. Fusion supported diverse partners and groups, communities and individuals with protected characteristics disadvantaged and disenfranchised by the wider society and experience, or are at risk of, being discriminated against.

Fusion Arts continued to support the community providing opportunities for people to come together, learn, celebrate and share arts and culture.

Fusion Arts created opportunities for individuals and communities to connect and to gain skills and understanding.

Fusion Arts continued to lead on organisational, sectoral and community change and development.

Committed to social change Fusion Arts is a founding member of Oxfordshire's Cultural Anti-Racism Alliance

Commitment to combatting climate emergency – Oxfordshire Green Arts Charter & Network

Continued artist support and development – Exhibitions, Advocacy, Studios, Space, Employment & Artist Research (Arts Lab and Music Lab)

Place making – Temporary Spaces and Pop-Up alongside community building and supporting events around the city.

#### **Peter McQuitty.**

At the end of April 2021 the then Chair of Fusion Arts Peter McQuitty passed away. This was a great loss to the organisation, team and the city. He is still missed and his memory and legacy is cherished. His contribution to Arts and Culture here in the city is marked by the Museum of Oxford naming and dedicating their new Education Galleries after him as well as awarding a number of annual bursaries to young people dedicated to culture. We are still in discussions with partners and community about how we may continue to work in his memory.

#### **Key Projects, Events, Partnerships and Highlights 2022-23**

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report For the year ended 31 March 2023**

#### **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.

We work with groups of 7-11 years old children with speech, language and communication needs engage in creative arts practice to build skills, self-esteem, confidence and interpersonal relationships. Due to COVID19 the delivery methodology changed to best support children and work safely for the team in 'whole class' approach. This year's theme was Story Makers – Stories of Home we worked with Wood Farm Primary school and with the Museum of Oxford. Hosting an additional exhibition at the Window Galleries in September.

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.

Previous project partners to date include Bayards Hill, Cutteslowe, Rose Hill, New Marston and Wood Farm Primary Schools, John Henry Newman Academy School and also the Virtual School for looked after children. Museum partners have been The Ashmolean Museum of Art and Archaeology, The Pitt Rivers Museum, The Oxford University History of Science Museum, Oxford Botanic Garden and The Museum of Natural History and now Museum of Oxford.

We have extended this programme under current funding until 2024.

The next year has got started already and Story Makers – Stories of Oxford is also already underway and we will be working with 40 children from Wood Farm Primary and Rose Hill Primary alongside the Museum of Oxford. Children get the chance to share their creativity, discover, explore and bring their experiences to life using art materials and imagination, and gain confidence and self belief.

#### **Sensational Books**

Initiated in 2020 - Sensational Books is a project in collaboration and exhibition with Bodleian Libraries that is curated and led by Professors Emma Smith and Kathryn Rudy. The project works with the Bodleian's collections and explores encounters with books beyond reading, including responses across the five senses of sight, sound, taste, smell and touch and beyond.

We worked with 9 contemporary artists to explore the book as an object engaging the senses. This work was originally planned to go towards putting on several workshops and an exhibition in the Weston Library in 2020 but was put on hold and extended due to the pandemic. Although initially conceived as 3 sound art commissions we were able to build on relationships to work with:

Louise Beer and John Hooper  
Sam Skinner  
Sian Hutchings and Calum Perrin  
Helen Frosi  
Gill Partington  
Andrew Albin & Amy Sterly

The Exhibition: Sensational Books May 26<sup>th</sup> – December 4<sup>th</sup> 2022.

#### **These Things Matter**

These Things Matter is led by Museum of Colour (MoC) in partnership with Bodleian Libraries & Fusion

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report For the year ended 31 March 2023**

Arts. Funding was secured from Paul Hamlyn Foundation with additional support from the Esme Fairbairn Foundation.

The centrepiece of the project was an exhibition titled *These Things Matter* at the Bodleian Libraries Weston Library in the Blackwell Hall, which opened in Oxford November 2022. Museum of Colour is a 'digital museum' and they also hosted the exhibition online – so a globally accessible experience.

The exhibition investigated the ideas and relationships that maintained systems of empire and slavery, and displayed selected items of emotional control from the Bodleian Libraries collections.

We held a number of in person and online selection workshops in 2021-22 that informed the artist commissions and exhibition display. In these sessions people learnt about a number of items of emotional control – from a long list of objects – they were then able to select those which they felt should be included in the final exhibition and be the subject of the commissioned artists works.

We also used our community links to recruit people for a Global Majority participant only workshop at the Bodleian Library. Further public engagement was achieved through a survey version of the selection workshops that was circulated online.

We held an open call for artists to take part in the exhibition and 7 artists were commissioned to make new works reflecting on the chosen objects as part of the *These Things Matter* exhibition and programme.

#### Commissioned artists:

Bunmi Ogunsiji (writer/poet),  
Grace Lee [SOME.GAL] (multi-disciplinary),  
Amina Atiq (poet),  
Dirty Freud (music and arts collective),  
Nilupa Yasmin (visual artist),  
Mahdy Abo Abahat (film maker),  
Johanna Latchem (contemporary installation/performance)

Artists created specific reflective pieces in response to the specific items selected by the community from the Bodleian Libraries Collections. Artists were supported through this process by teams from Fusion, MoC and the Bodleian to access, interpret and make new works.

Exhibition: *These Things Matter: Empire, Exploitation and Everyday Racism* 17 November 2022 – 19<sup>th</sup> February 2023.

### **Save The Last Dance**

An Intergenerational partnership project with Creative Dementia Arts Network SLDM involves a group of younger people and a group of older people living with dementia coming together for intergenerational learning. Initiated in 2021-22, with places offered to open Dementia Friends, Alzheimer's Society for practitioners in the sector.

The project aims to increase wellbeing and intergenerational understanding between younger and older people through participation in an arts and cultural activities programme. The programme provides opportunities to share and exchange experiences & resources; be creative; develop skills, self-esteem & confidence; and increase feelings of community understanding and togetherness.

Young people and older people with dementia living in Banbury are sharing their experiences through artistic activity and conversations.

SLDM involved 40 participants aged between 10 and 85 years old including primary school children, secondary school students, creative writing tutors, project leaders, a community artist, a musician, a poet living with vascular dementia and his carer (also a poet) residents living with dementia and care home staff. SLDM aimed to increase understanding of old age and dementia amongst younger people and connect older people with their younger selves through arts, music and writing. Sessions for young

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report For the year ended 31 March 2023**

people were led by creative writing tutors, an artist, and a photographer whilst a community musician led reminiscence sessions with older people. The younger and older peoples' groups came together to share their ideas during a creative activities day (including a tea dance) and produced a Zine documenting their intergenerational experiences, to be shared with healthcare professionals across Oxfordshire and beyond.

#### **Oxford 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 over the past few years.

For this year's Light Festival, Fusion Arts delivered Lantern workshops to a number of groups. Fusion Arts supported 13 schools and community groups to create lanterns and celebrate as part of the citywide festival. Fusion delivered 21 Lantern making sessions with 671 people of whom the majority were children in primary schools (512). We employed 4 local artists and also offered CPD opportunities.

In addition to Lantern Making workshops Fusion Arts has helped developed the "Finding the Light" event in Florence Park produced by FloFest/GloFest and the local community. Partnering with FloFest for two nights, November 18<sup>th</sup> & 19<sup>th</sup> 2022, Florence Park was illuminated with lights, lasers & lanterns. There were local independent food & drink stalls, fairground rides, live music & DJ's, and a light show.

On the Friday, 140 children from local primary schools Larkrise Primary School and East Oxford Primary came together to hold a mini lantern parade in the park with their friends, community and families; their 'Migration' themed lanterns were covered in flags and words (in many languages) of welcome and thanks. These lanterns were then hung in the trees for all to see over the weekend.

Over the weekend we welcomed >7000 visitors to the park.

#### **Westway Project**

Fusion is supporting public art engagements in Botley Westway Precinct. Working in close partnership with the local Parish Council and the Art Development Officer for the Vale of the White Horse, Oxfordshire, we are supporting artists Eleanor [Nor] Greenhalgh, Alex Wenham and Clare Goodall to produce work and engage with the local community for this project.

Artists:

Alex Wenham is a stone mason and carver.

Clare Goodall is a community artist who creates collaborative mosaic works.

Nor Greenhalgh is a local artist concerned with collaborative practice.

The project has been significantly delayed through COVID19 and lockdowns. Fusion supported a number of community pop up days as well as collaborations this is included 5 community mosaic workshops days led by Clare Goodall who also worked with groups from local primary schools. Artworks were installed and unveiled at the Community event March 2023. Nor Greenhalgh's work is due for completion 2023-24 and has been delayed whilst the Parish Council and the Botley Gap Group negotiate with Highways England on permissions (ongoing since 2021).

#### **Write On!**

A Creative Writing programme created in Summer 2020 partnering with young carers and children in care. For this the third year of the programme Write On offered a series of creative writing workshops with those aged 13-17 to develop skills and build confidence, self-esteem and friendships. Online and in person sessions offered 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

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report For the year ended 31 March 2023**

discussions. Sessions are led by mentors from the Creative Writing MSt course at the University of Oxford. The mentors receive safeguarding and mentoring training. Feedback from partners and participants, report benefits including increased confidence in their writing ability and confidence speaking & sharing work in front of a group.

Participants have included Virtual School for Looked After Children and Care Leavers and Be Free Young Carers' network of carers, young people at EMBS college & Oxfordshire Youth Enterprise's Name It Project. Our mentors are working with over 25 young people from a range of socio-economic, ethnic and religious backgrounds, including ESL students and students who are returning to school to complete their GCSEs.

Given the growth of this project, we are planning for its long-term development into a *Creative Writing Hub* where we are aiming for a level of self-sufficiency achieved through longer-term core project funding.

#### **Windrush**

Fusion is one of the core organisations of the Oxford Windrush Group contributing to the annual year round celebrations and support for the wider community.

"Caribbean Living Room Exhibition" established as an installation and exhibition in 2019. In partnership with African and Caribbean Kultural Heritage Initiative (ACKHI), BKLUWO, Museum of Oxford and others.

For 2022 Windrush celebrations Fusion Arts took on the promotion and marketing as we welcomed Dr Marton Glynn to the Pitt Rivers Museum to give the Annual Windrush Lecture.

#### **Wetlands Art**

Working in partnership with Freshwater Habitats Trust we were part of Helen Edwards' GroWet project running throughout the year. Fusion Arts delivered 6 creative workshops with multiple artists exploring different visual arts skills in a variety of environments and places. The programme engaged people to increase understanding of the lives of rare wetland plants and their importance alongside teaching different art techniques and bringing people together in nature. Operating at the nexus of art, science and ecology we worked with 180 participants delivering high quality art workshops, whilst making the project accessible in areas with usually low engagement/access. In September 2022 we also hosted a public exhibition at our Community Gallery space at 95 Gloucester Green.

#### **Community Food Project**

In partnership with Museum of Oxford and community partners we convened a number of workshops to create a conversation that might create a co-design project to explore heritage and food, growing and space and the city.

People want to come together to talk about identity and food, make new connections and ways to feel a sense of belonging. We want to explore what our past tells us about our present and our future. We want this to be a space for people to think creatively, make bold plans, and learn something new about working together with other groups and organisations. We want it to be a space where people look to a better future and can feel a sense of agency in responding to big systemic issues affecting our relationship with food, from social and racial justice issues to climate breakdown.

While MOX and Fusion Arts are acting as project convenors at the start, the aim is for all contributors to take ownership and collaborative leadership of the work planned together in these sessions. At the same time, recognising that our organisations may have more access to resources than a lot of community-based organisations, we want to offer the sort of support which is needed and useful in improving equity between all partners including: AfiUK, Oxford Hindu Temple, Oxfordshire Filipino Community, Oxford City Farm, Good Food Oxford, ACKHI, Sunrise Club Banbury, Iraqi Women Art & War, Syrian Sisters as well

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report For the year ended 31 March 2023**

as individuals and researchers.

#### **Parasol Fusion Arts Studio**

The Parasol Project are 'committed to redressing the balance for disabled and disadvantaged children and young people experiencing, or at risk of, social exclusion'. We work closely together to provide professional inclusive and high quality arts provision and workshops that engage and support the young people to learn and thrive. The programme is led and developed by the young people. Arts and culture are embedded as the normal offer in the health and wellbeing of this group.

This highly successful and established arts programme is now in its fifth year. During COVID-19 we established non-contact digital options alongside physical COVID safe workshops. The Summer Holiday 2022 programme saw us return to in person workshops with the Tower Playbase childrens provision and the Teens Group – no longer at East Oxford. Numbers were still lower than before the Pandemic as we were keen to still be safe and also do the best provision for children and young people. Summer 2022 we worked with 30 disabled and non disabled young people and 45 children over the course of 6 weeks! We worked with local artists and created roles for artist assistants and were able to additionally support paid traineeship for an early career artist.

We were able to share the work of the children and Young People whilst promoting the important work that Parasol Project do as part of the Window Galleries Autumn 2022 shows.

#### **Youth Ambition Summer Arts**

Fusion Arts contributed to the Youth Ambition holiday Activities in Littlemore and Northway engaging 36 Teenagers in screen printing workshops creating unique and personal designs on tshirts and bags.

#### **Eid Extravaganza – Arts in the Park**

Fusion Arts teamed up with the Eid Extravaganza and Oxford Community Action Teams to bring fun and creative printing workshops to the 2022 Eid celebrations event. Multi-faith welcoming, family-friendly, free entry and open to people from all communities, the festival once again saw thousands of people attend at Cheney School. Fusion ran drop in mono-print and block-print workshops at the events in May and July working with loads of kids and families seeing over 500 make art and connect across both very hot days in the park.

#### **FloFest 2022**

Fusion Arts worked with an Asylum Welcome youth group to host inclusive art sessions and then an exhibition at FloFest.

For FloFest22 in Florence Park we invited visitors to create new pieces of artwork responding to the work of the asylum seeking young people in the exhibition that they could then take home. Despite the rainy weather we have created mono prints with almost 400 people whilst also raising awareness for Asylum Welcome's work and refugee week.

#### **Botanic Garden 400 years old**

Fusion supported this event running drawing workshops with professional artists for the general public at the Botanic Garden Birthday Celebration. Members of the public from all ages were able to come and learn to draw from a selection of specific or were encouraged to take materials and go and explore the Garden where members of the team would then find them and help give pointers and help with technique in situ.

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report For the year ended 31 March 2023

#### Supporting Community through Creating Spaces & Place Making

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

Building on conversations with partners and landlords from 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, a music 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, Lighthouse Project as well as a diverse group of artists.

Supporting artist development and local arts ecology with affordable/subsidised studios and workshop space in Templars Square.

**51 Between Towns Road – Upcycled Studios Project.** Upcycled Sounds successfully expanded their business and moved to a purpose built Studio complex in North London. We were hosted Safehouse Studios in their place for the first 6 months of the year.

Working with the landlords and management team we successfully returned the unit to a full commercial lease with a local independent family run business (our third unit successfully re-activated!!).

We invested time and resources to reclaim valuable building materials to minimise our carbon footprint. Unneeded furniture was returned to Emmaus Charity and sound proofing and insulation materials were gifted to a local arts organisation to help them winterise their studios. Wood and shelving was removed and re-used in alternative spaces.

**13 Templars Square –** A new space for the community and artists. We created new artist studio spaces and we also created a workshop space. This space is ongoing and developing hosting workshops in the holidays with children, young people and families from Oxford Community Action, EMBS, and YWMP.

**Community Gallery & Creative Space 95 Gloucester Green –** New Community Gallery and Workshop space. Programmed alongside the community to create a dynamic and social values-driven exhibitions, activities & events supporting communities and artists.

#### Notable events and exhibitions Include:

**Bharat & Kashmira Patel "Elemental"** an exhibition of photography and ceramics exploring the earth, climate change and an imagined Oxford.

**Make it Mandatory –** Launch event supporting the Make it Mandatory – Teach DV team (led by Faustine Petron Fusion Arts Summer Intern 2022) are campaigning to have Domestic Violence and information about abuse taught in secondary school up to 16-18 years old.

**GRAVE GOOD –** Excavating the Hard Drive an exhibition of contemporary funerary art from Egypt's Valley of the undead. Film maker and multi-disciplinary artist Mahdy Abo Bahat.

**Zahra Tehrani –** EP Launch Art and Music event for all ages (Zahra was a Fusion Arts - Music Labs Artist 2021).

**Spilt Milk 2023 -** an exhibition of work made by queer artists of marginalised genders. The show is a retaliation against the lack of representation for queer artists of marginalised genders in the art world. Spilt Milk provides a platform for these artists, enabling their work to get the consideration and recognition it deserves, with no requirement for it to be about their gender or sexual orientation.

**RISE –** an exhibition of 46 artworks by 20 Ukrainian artists who have had to make the UK their home. 50% of sale proceeds went to artists 50% to Oxford's Ukrainian Society for relief work. curated by Yulia Astasheva and local artist Andy Bullock.

**Beside the Point** is a group exhibition showcasing the work of eight Oxford-based artists in a range of media including video, performance, poetry, painting, installation and sculpture. The varied outcomes are the culmination of the group's studies on the part-time Warehouse Art School

**Poetry event – WriteOn! project collaboration with 'Circle and Arc'** local university of Oxford students and the community poetry and spoken word evening.

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report For the year ended 31 March 2023

**Birago Day – Poetry Event from Natty Mark Samuels** – Celebration of the life and work of folklorist Birago Diop.

**Contradicting Authenticity Julius Muraga's** paste up designs that explore emotions such as grief and loneliness.

**Ellie Thompson – “COMFORT ZONE”** Ruskin School of Art graduate showcase of whimsical creatures entitled Comfort Zone. Thompson's interest in schadenfreude and a cartoonish sense of humour informs each of her soft felt sculptures. This has created a wonderful joyous buzz with families and individuals visiting the exhibition.

**Swap Shop - Green Arts Oxfordshire Network** - Oxford Brookes University Fine Art BA placement student Ash Goller, created an artists materials swap shop for the day.

**Drop All Words** - Launch event for new local not-for-profit Record Label supporting 16-25 years olds

#### Window Galleries

In partnership with the Randolph Hotel by Graduate Hotels 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.

#### **This year, the #WindowGalleries have hosted:**

**Rycotewood Furniture** - work on show represents the diversity of Rycotewood's courses; school leavers and mature students undertaking a City Guilds course in Furniture Craft, apprentices in industry fine tuning their skills, and graduates from the BA Hons Furniture Design & Make course

**Joyful Co Ltd** Exhibition supporting independent creative producing eco-craft kits for children & adults.

**Story Makers** – Fusion led innovative participatory arts project changing lives by supporting 7-11 years old children with speech, language and communication need to explore creativity and build confidence and self esteem (see 'projects' above).

**Parasol Project** – Collaborative creative arts programme for children and young people (see 'projects' above).

**The Oxford Academy – African Studies** – various stories, images, poems written by the year 9 students.

**Ellie Thompson (Graduate Artist)** – supporting recent graduate from Ruskin Arts School to show her playful sculptures.

**Julia Mallaby “Lighting the Way”** – Pop-up exhibition of cyanotype banners exploring the energy crisis and environmental catastrophe.

**TUT Collective** – organized by The Humanities Cultural Programme presented by TORCH – selection of works by the TUT collective of artists of Egyptian origin sharing experiences of modern Egypt and across the diaspora

**Natty Mark Sameuls** – Birago Day Poetry & ANTHEM OF AVOCADO exhibition of Rootical Folklore: celebrating African and Caribbean Folklore through the flora.

**EPOCH** – Rawz - Exploring the interplay between science, technology and creativity, Oxford hip hop artist Rawz developed a collaboration between Inner Peace Records and researchers at Oxford's universities.

**Aiden Canaday “Life is Art is Life”** – 49 striking ceramic pieces created over the past 3 years at his home (during COVID19) and OxPots Studio.

**Daniel Ginsburg “Under Everything”** - an exhibition by Oxford-based photographer a series of environmental images previously exhibited virtually at the @turnercontemporary

**“ART CAN SAVE THE WORLD”** - a display of banners made from recycled materials, a collaboration between artist Sian Klein and the Green Arts Oxfordshire Network.

**94,000 Mexicans to be Found by Veronica Cordova (Fusion Arts studio artist)** was a reproducible statement artwork that informs its audience of the disappearance crisis in Mexico. When first displayed at the Glass Tank Gallery, Oxford in 2016 Cordova's work was titled 27,000 Mexicans to be Found.

**“Girlhood, Memory and the Gaze”** contemporary paintings by Oxford based artist and educator Juliet Henderson.

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report For the year ended 31 March 2023**

**A History of Ordinary People in Africa** brought to you by Oxford University Africa Society, supported by TORCH as part of the Humanities Cultural Programme, and by the Oxford African Studies Centre. **Beside the Point** a range of collaborative pieces to coincide with the Warehouse Art School show at 95 Gloucester Green.

#### **Winter POP-UP @ the Old Jam Factory**

In December 2022 Fusion Arts created a pop-up Community Centre - reanimating a vacant restaurant building in the city.

Together we created a Makers Market featuring 26 Creatives. Alongside a variety of free drop in workshops including pottery, screen printing and embroidery. Diverse food and drink and Music.

We collaborated with various local independent businesses and partners including Divine Schism, Big Scary Monsters, Oxford Community Action, Damascus Rose Kitchen, Parasol Project, Iraqi Women Art and War with Velocity transporting everything around the city in a zero carbon way to breathe life back into this historic building in a socially driven and sustainable way.

Working with landlords and property agents to manage occupation Fusion Arts reactivated this space.

#### **Oxford Cultural Anti-Racism Alliance**

In April 2020, Fusion Arts met with community and cultural organisations across the city. Created to respond to, and combat racism, through collaborative action 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.

We have established programmes of training for the sector.

Fusion Arts still leads alongside other cultural partners as a founding member of the Steering Committee

#### **Green Arts Oxfordshire Network**

We have supported and led on the establishment of the Green Arts Oxfordshire Network in collaboration with Tandem Collective since 2020. 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.

Fusion Arts has successfully incubated this highly regarded local project. As GAON grows it has been able to redistribute materials and equipment, encouraged sharing and collaboration across the network. Supported Cultural events such as Marmalade and Big Green Week.

GAON has established a Carbon Literacy Training programme specifically tailored to Oxfordshire and artists and cultural organisations. This training programme is accredited by the Carbon Literacy Project.

#### **GAON activity in 2022-23:**

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report For the year ended 31 March 2023**

Core Organiser alongside Tandem and others for Oxfordshire Great Big Green Week:

13.15 tonnes of CO2 saved through sharing between network members for GBGW launch event, rather than buying new, laid the foundations of trust for future sharing. Promoted 129 events across Oxfordshire. Held a launch event in Bonn Square with a solar powered stage, apple pressing and crafts. Delivered energy themed cyanotype workshops at community events in Barton and Botley. Hosted lantern making sessions in Templars Square. Held 'We The Power' Community owned energy film screening at UPP. Participated in Oxford Climate Alumni Network 'Art & Climate' Panel, The Angry Garden Film Comp, Oxford Poetry Library Open Mic Events, re-launched a new website for GAON.

#### **Redevelopment of East Oxford Community Centre**

The Fusion Arts Centre has been a hub for creativity in the local area. Using the centre, we have been able to support multiple diverse groups, multi-arts, exhibitions, events, collaborations between organisations, community and artists. As well as being one of Oxford's most important arts and youth spaces, 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.

Redevelopment of East Oxford Community Centre has been planned for many years. The redevelopment plan currently includes the demolition and replacement of Fusion Arts Centre. Due to uncertainties created through COVID-19 and the global economic downturn the future and security of the project were unclear. Poor communication from Oxford City Council (landlord and project partner) meant that our work at the Fusion Arts Centre was severely interrupted. Since the beginning of the planning process in 2015 Fusion Arts championed and centered social value and human centric design. We have asked that construction and refurbishment to be environmentally responsible. We have demanded that the building's future function is best practice regarding accessibility as well as usability and is welcoming to all from the community. We have also demanded economic responsibility going forward regarding management of the space with the 'rent' of the asset being accessible to community groups to still use the space and that the site supports local community groups.

In early May 2022 Fusion Arts said goodbye to our beloved Community Arts Centre. We eagerly await this next chapter. Project is due for completion between November 2023 - March 2024. Since the closure of the centre Fusion has been based [in Cowley and utilized various pop up spaces around the City]. This has enabled us to continue our work but without the community hub which was a key element of our success and a springboard for many of our projects.

This is a very exciting time for Fusion Arts and marks the next chapter in the organisation's development Fusion Arts was established over 45 years ago in May 1977 and has been based at the Fusion Arts Centre, East Oxford Community Centre ever since.

It is also a very important moment for the local East Oxford communities and a commitment to Oxford's communities, the arts, social justice and wellbeing. A once in a lifetime opportunity of civic community building to create a new East Oxford Community Centre.

**Community Darkroom** – Due to the Closure of Fusion Arts Centre the Community Darkroom needed to be broken down. Although much of the equipment is in storage we were able to create a small set up in one of the studios for use by artists and team and hope to reopen the community darkroom if a new venue becomes available in 2023-24.

**Young Person's Drawing Club (YPDC) & East Oxford Drawing School**– Programme is currently on hold due to the East Oxford Community Centre for redevelopment. We intend to reactivate at an alternative venue in 2023-24.

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report For the year ended 31 March 2023**

#### **Notable partners 2022-23s 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, Fig Studio, IF Science Festival, Cultural Partners Group OCC, FloFest / GloFest, East Oxford Youth Partnership Board, Cultural Education Partnership Board, Restore, Bounce Design, Drop All Words, Safehouse Studios, BKLWUO, Museum of 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, Oxford Community Action, Warehouse Arts School, 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 and Care Leavers, Templars Square Shopping Centre – New River Retail REIT, Community Spaces, Rose Hill Youth Club, Rose Hill Community Group, African School, Love Your Plane, Randolph Hotel by Graduate Hotels, Oxford City Council, South Oxfordshire District Council, Vale of the White Horse District Council.

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

#### **Financial Review**

##### **Reserves**

The Board has an established reserves policy with a five year target to build a reserve covering three months' operating costs. 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 prioritised adding to the operating reserve funds to meet this target 4 years early. This also recognises the potential for an increasingly harsh funding climate, limiting possibilities for securing unrestricted funds going forward.

Due to the impact of the cost of living crisis on our funding opportunities and temporarily losing our main premises and therefore main source of income due to redevelopment we have spent down our operational reserves in 2022-23, which we target to rebuild in the coming year.

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.

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report For the year ended 31 March 2023**

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 Story Makers, Oxford Light Festival (Illuminating Oxford & Lantern Parades), These Things Matter with Museum of Colour. We are creating more public art programmes and also working across the county in areas such as Berinsfield and Didcot as we help communities recover from the COVID19 Pandemic and its effects to meet the needs of our communities.

We have developed skills and expertise regarding activation of vacant and underused spaces and 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 is helping to develop the Oxford Cultural Anti-Racism Alliance. Fusion is leading and incubating projects such as Green Arts Oxfordshire Network. Fusion is supporting other organisations to make changes that are of social, community and environmental value.

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report For the year ended 31 March 2023

#### 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.

Kate Eveleigh	(resigned December 2022)
Andrew John McLellan	(Vice-Chair)
Roger McKenzie	(Co-Chair)
Sally McKone	(Treasurer)
Lisia Newmark	
Regina Ndhlovu	(Co-Chair)

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 2023 was £5 (2022: £6).

Regina Ndhlovu & Roger McKenzie Co-Chair

*Roger McKenzie*

21<sup>st</sup> December 2023

**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 2023 which are set out on pages 18 to 26.

**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.

*A Haines*

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

21st December 2023

**Fusion Oxford's Community Arts Agency Limited**  
**Statement of Financial Activities (Incorporating an Income and Expenditure Account)**  
**for the year ended 31 March 2023**

	Note	Unrestricted Funds £	Restricted Funds £	2023 Total £	Unrestricted Funds £	Restricted Funds £	2022 Total £
<b><u>INCOME AND ENDOWMENTS FROM</u></b>							
Incoming resources from generated funds:							
Donations, legacies and grants		51,942	29,065	81,007	125,293	86,958	212,251
Income from charitable activities:							
- Project income		3,561	3,200	6,761	5,653	-	5,653
- Programme income		23,445	5,979	29,424	27,607	17,604	45,211
- Sundry income		28	-	28	1	-	1
	2	78,976	38,244	117,220	158,554	104,562	263,116
<b><u>TOTAL INCOME AND ENDOWMENTS</u></b>							
<b><u>EXPENDITURE ON</u></b>							
Charitable activities	3	129,955	48,440	178,395	106,643	96,298	202,941
Support and governance costs	3	61,045	3,427	64,472	68,125	72	68,197
		191,000	51,867	242,867	174,768	96,370	271,138
<b><u>TOTAL RESOURCES EXPENDED</u></b>							
Net resources expended	4	(112,024)	(13,623)	(125,647)	(16,214)	8,192	(8,022)
Transfers between funds		11,322	(11,322)	-	(3,228)	3,228	-
		(100,702)	(24,945)	(125,647)	(19,442)	11,420	(8,022)
<b>Net movement in funds</b>							
<b>Funds at 1 April 2022</b>		121,744	21,493	143,237	141,186	10,073	151,259
<b>Funds at 31 March 2023</b>	11	21,042	(3,452)	17,590	121,744	21,493	143,237

Included within unrestricted funds at 31 March 2023 is £nil (2022: £55,000) relating to designated funds and £18,852 (2022: £66,744) 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 20 to 26 form part of these financial statements.**

**Fusion Oxford's Community Arts Agency Limited**

**Balance Sheet  
as at 31 March 2023**

	Note		2023 £	2022 £
<b>Fixed assets</b>				
Tangible fixed assets	7		1,996	2,734
<b>Current assets</b>				
Debtors	8	18,701	23,993	
Cash at bank and in hand		38,444	149,810	
		57,145	173,803	
<b>Creditors: amounts falling due within one year</b>	9	(41,551)	(33,300)	
<b>Net current assets</b>			15,594	140,503
<b>Net assets</b>	10		17,591	143,237
<b>Funds</b>				
Unrestricted funds	11		21,042	121,744
Restricted funds	11		(3,452)	21,493
			17,590	143,237

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 21<sup>st</sup> Decmeber 2023 and signed on its behalf by

*Roger McKenzie*

**Roger McKenzie and Regina Ndhlovu  
Co-Chairs**

**Company number: 02089425**

**The notes on pages 20 to 26 form part of these financial statements**

## Fusion Oxford's Community Arts Agency Limited

### Notes to the Financial Statements for the year ended 31 March 2023

#### 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 2023 (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 (2022: none).

#### 3. Charitable expenditure

	Furthering Charity £	Support Costs £	Governance Costs £	2023 Total £	2022 Total £
Wages and salaries	66,060	33,040	-	99,100	72,704
Project costs	101,606	-	-	101,606	149,832
Travel and subsistence	833	-	-	833	659
Office and workshop	-	8,743	-	8,743	28,434
Telephone costs	-	1,119	-	1,119	237
Printing, postage and stationery	5,936	2,285	-	8,221	2,011
Advertising and publicity	2,955	-	-	2,955	1,088
Training and subscriptions	483	-	-	483	1,925
Insurance	-	4,262	-	4,262	3,726
Accountancy fees	-	6,383	3,000	9,383	6,920
Sundry expenses	522	19	-	541	125
Depreciation	-	1,122	-	1,122	1,122
Recruitment	-	100	-	100	437
Website	-	4,228	-	4,228	1,918
Legal fees	-	-	171	171	-
	178,395	61,301	3,171	242,867	271,138
	178,395	61,301	3,171	242,867	271,138

**Fusion Oxford's Community Arts Agency Limited**

**Notes to the Financial Statements  
for the year ended 31 March 2023 (continued)**

**4. Net resources expended for the year**

	<b>2023</b>	<b>2022</b>
	£	£
This is stated after charging:		
Independent examiner's fee	3,000	2,880
Depreciation	1,122	1,122
	<u>          </u>	<u>          </u>

**5. Staff costs and numbers**

	<b>2023</b>	<b>2022</b>
	£	£
Salaries and wages - gross	97,217	71,005
Pension	1,883	1,699
	<u>          </u>	<u>          </u>
	<u>99,100</u>	<u>72,704</u>

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

Direct charitable activities	2	2
Management and administration	1	1
	<u>          </u>	<u>          </u>
Total employed staff	3	3
Freelance staff	4	4
	<u>          </u>	<u>          </u>
Total staff	<u>7</u>	<u>7</u>

No employee received emoluments in excess of £60,000 per annum for either 2023 or 2022.

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 (2022: £nil).

No Trustees had expenses reimbursed by the charity (2022: £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 2023 (continued)**

**7. Tangible fixed assets**

	Plant & machinery £	Fixtures & fittings £	Computer equipment £	Total £
<b>Cost</b>				
At 1 April 2022	4,804	1,123	22,571	28,498
Additions	-	-	384	384
At 31 March 2023	<u>4,804</u>	<u>1,123</u>	<u>22,955</u>	<u>28,882</u>
<b>Depreciation</b>				
At 1 April 2022	4,680	1,122	19,962	25,764
Charge for the year	60	1	1,061	1,122
At 31 March 2023	<u>4,740</u>	<u>1,123</u>	<u>21,023</u>	<u>26,886</u>
<b>Net book values</b>				
At 31 March 2023	<u>64</u>	<u>-</u>	<u>1,061</u>	<u>1,996</u>
At 31 March 2022	<u>124</u>	<u>1</u>	<u>2,609</u>	<u>2,734</u>

**8. Debtors**

	2023 £	2022 £
Trade debtors	11,513	16,879
Prepayments	7,188	7,114
	<u>18,701</u>	<u>23,993</u>

**9. Creditors: amounts falling due within one year**

	2023 £	2022 £
Trade creditors	11,683	21,150
Taxes and social security	2,677	(726)
Accruals and deferred income	3,600	7,570
Other creditors	23,591	5,307
	<u>41,551</u>	<u>33,300</u>

**Fusion Oxford's Community Arts Agency Limited**

**Notes to the Financial Statements  
for the year ended 31 March 2023 (continued)**

**10. Analysis of net assets between funds**

<b>2023</b>	<b>Designated Fund £</b>	<b>General Fund £</b>	<b>Restricted Funds £</b>	<b>2023 Total £</b>
Tangible fixed assets	-	1,996	-	1,996
Current assets	-	57,145	-	57,145
Current liabilities	-	(38,099)	(3,452)	(41,551)
<b>Net Assets at 31 March 2023</b>	<u>-</u>	<u>21,042</u>	<u>(3,452)</u>	<u>17,590</u>
<b>2022</b>	<b>Designated Fund £</b>	<b>General Fund £</b>	<b>Restricted Funds £</b>	<b>2022 Total £</b>
Tangible fixed assets	-	2,734	-	2,734
Current assets	55,000	92,895	25,908	173,803
Current liabilities	-	(28,885)	(4,415)	(33,300)
<b>Net Assets at 31 March 2022</b>	<u>55,000</u>	<u>66,744</u>	<u>21,493</u>	<u>143,237</u>

**Fusion Oxford's Community Arts Agency Limited**

**Notes to the Financial Statements  
for the year ended 31 March 2023 (continued)**

**11. Movement in funds 2023**

	Opening balance £	Incoming Resources £	Outgoing Resources £	Transfer £	Closing balance £
<b>Restricted Funds:</b>					
Inside Out Outside In	3,163	-	-	(3,163)	-
Sensational Books	5,069	-	(3,179)	(1,890)	-
Story Makers 3 and 3.2	9,468	17,950	(12,872)	-	14,546
Street Arts – Rose Hill	500	-	-	-	500
Lanterns 2022	-	5,500	(4,671)	(829)	-
WriteOn	5,658	(2,671)	(2,540)	-	447
SOUAB	(2,365)	2,365	(475)	475	-
Leaders of Tomorrow	-	2,200	-	(2,200)	-
Green Arts	-	3,000	(26,148)	-	(23,148)
OCEP Mural	-	3,250	-	-	3,250
SLDM 2022	-	4,350	(635)	(3,715)	-
Wetlands	-	2,300	(1,347)	-	953
	<u>21,493</u>	<u>38,244</u>	<u>(51,867)</u>	<u>(11,322)</u>	<u>(3,452)</u>
<b>Unrestricted Funds</b>					
General	66,744	78,976	(191,000)	66,322	21,042
Designated	55,000	-	-	(55,000)	-
	<u>143,237</u>	<u>117,220</u>	<u>(242,867)</u>	<u>-</u>	<u>17,590</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**

- 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.
- Some of Us Are Brave supported by public funding by the National Lottery through the Arts Council England. The overdrawn balance relates to income received post year end.
- WriteOn – Write On is funded by multiple partners through commissions and funders.

Transfers between the funds relate to closure of the specific restricted fund and recognition of the costs previously having been absorbed by the general fund.

**Fusion Oxford's Community Arts Agency Limited**

**Notes to the Financial Statements  
for the year ended 31 March 2023 (continued)**

**Movement in funds 2023 continued:**

**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.

**11. Movement in funds 2022**

	Opening balance £	Incoming Resources £	Outgoing Resources £	Transfer £	Closing balance £
<b>Restricted Funds:</b>					
Inside Out Outside In	3,163	-	-	-	3,163
Sensational Books	(2,864)	10,500	(2,567)	-	5,069
Story Makers 3	14,728	-	(5,260)	-	9,468
Street Arts – Rose Hill	500	-	-	-	500
YA Arts Inclusion	3,177	-	(3,177)	-	-
Culture recovery fund	(8,631)	8,631	-	-	-
Culture recovery fund II	-	39,657	(39,657)	-	-
Lanterns 2021	-	15,104	(15,104)	-	-
WriteOn	-	9,380	(3,722)	-	5,658
SOUAB	-	21,290	(26,883)	3,228	(2,365)
	<u>10,073</u>	<u>104,562</u>	<u>(96,370)</u>	<u>3,228</u>	<u>21,493</u>
<b>Unrestricted Funds</b>					
General	86,186	158,554	(174,768)	(3,228)	66,744
Designated	55,000	-	-	-	55,000
	<u>151,259</u>	<u>263,116</u>	<u>(271,138)</u>	<u>-</u>	<u>143,237</u>

**12. Related parties**

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

**FUSION-OXFORD'S COMMUNITY ARTS AGENCY- LIMITED**

England & Wales - Charity number 1070805

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# Accounts

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**Company number: 02089425**  
**Charity number: 1070805**

**Fusion Oxford's Community Arts Agency Limited**

**Unaudited Report & Financial Statements**

**for the year ended**

**31 March 2022**

**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 2022**

<b>Status</b>	Fusion Oxford's Community Arts Agency Limited is a charitable company, limited by guarantee and registered as a charity	
<b>Company Number</b>	02089425	
<b>Charity Number</b>	1070805	
<b>Registered Office and Operational Address</b>	Fusion Oxford's Community Arts Agency A Block East Oxford Community Centre Princes Street Oxford OX4 1DD	
<b>Trustees</b>	Beverley Clack	(Chair & Vice Chair until December 2021 resigned March 2022)
	Kate Eveleigh	
	Andrew John McLellan	(Vice-Chair as of December 2021)
	Roger McKenzie	(Co-Chair as of December 2021)
	Sally McKone	(Treasurer)
	Peter McQuitty	(resigned April 2021)
	Lisia Newmark	
	Regina Ndhlovu	(Co-Chair as of December 2021)
	Kate Blessington	(resigned March 2022)
<b>Secretary</b>	Kieran Cox	
<b>Principal Bankers</b>	National Westminster Bank PLC	
<b>Accountants</b>	Wenn Townsend 30 St Giles' Oxford OX1 3LE	

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report For the year ended 31 March 2022**

#### **Structure, Governance and Management**

The Trustees present their annual report and the financial statements for the year ended 31 March 2022.

#### **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 skillset. 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 are 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 that 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 2022 (continued)

#### Fusion Arts Key Achievements 2021-22

##### 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, inclusive and innovative 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 'Fusion Arts Centre' 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
  - Older people
  - 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 2022 (continued)**

#### **2021-2022**

In 2021-22, 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 2021-22. 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 regularly, and in response to changes, throughout the year.

An important decision was made in March 2020 in response to the pandemic that influenced 2020-21 and 2021-22. 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 2021-22 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 a large period of the year for the safety and welfare of staff, artists and communities.

Fusion Arts operated ongoing throughout the pandemic supporting communities and reopened Fusion Arts Centre and studio spaces in a COVID-19 safe way responding to different variants

Fusion Arts continued to support the local economy through employment, creating a number of temporary and permanent roles. Fusion Arts continued to support the local economy by working with local partners and suppliers. Fusion Arts continued to support the local economy by putting on events and exhibitions that brought footfall and spend to the local area.

Fusion Arts continued to fight injustice and advocate for social change. Fusion supported diverse partners and groups, communities and individuals with protected characteristics that would see themselves at disadvantage and experience or are at risk of being discriminated against.

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.

Fusion Arts continued to lead on organisational, sectoral and community change and development.

Committed to social change – Oxfordshire Cultural Anti-Racism Alliance

Commitment to combatting climate emergency – Oxfordshire Green Arts Charter & Network

Continued artist support and development – Exhibitions, Advocacy, Employment & Artist Research (Arts Lab and Music Lab)

Place making – Temporary Spaces and Pop-Up and supporting OxLEP & OCC's Meanwhile in Oxford project as part of the Advisory Board supporting Makespace

#### **Peter McQuitty.**

At the end of April 2021 Chair of Fusion Arts Peter McQuitty passed away. This is a great loss to the organisation, team and the city. He is still missed and his memory and legacy is cherished. His contribution to Arts and Culture here in the city is marked by the Museum of Oxford naming and dedicating their new Education Galleries after him as well as awarding a number of annual bursaries to young people dedicated to culture.

**Eulogy for Peter McQuitty - at the Celebration of Life Service at Oxford Town Hall May 2021.**

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report for the year ended 31 March 2022 (continued)

Peter joined the Board of Fusion Arts in 2018. In so many ways, it was a perfect fit. The range of talents and experiences he brought with him after so many years of heading up culture in the city were ideal for working with and supporting a local community arts charity committed to a vision of creativity as vital for everyone.

Peter quickly became Vice Chair, and then, in December 2020, he became Chair. His time on the board and in those roles saw him bring his considerable energy and experience to develop the activities and profile of the organisation. He strengthened our media presence and ensured a dynamic business plan. Now, a business plan is not the most glamorous thing to write, but it is something that is absolutely vital for success and sustainability. It was characteristic of Peter that this piece of work was something with which he would be enthusiastically involved, offering his advice and helping to write a plan that captured perfectly the nature of the organisation and why the arts matter for the flourishing life.

This rather prosaic description of his practical role with us does not really capture the sense of fun and excitement that Peter brought to the work of being a trustee. Kieran Cox, our Artistic Director, noted how there was always laughter when Peter visited the Fusion Arts office on Princes Street, and that sense of joy was present in our board meetings too. The arts were so important to Peter's vision of what it means to live well; yet that did not mean that they were an entirely serious business. There was always time for laughter, and for conversation about all aspects of life.

That lightness of touch says much about Peter's style of management. Leadership was something collaborative, something that was to be done together, with everyone playing their part. Board members, salaried staff, freelance staff, those involved in admin or project management; everyone had something to offer that would enable the organisation to move on. Indeed, Peter was always interested in thinking about the future, always interested in considering where we *could be* as an organisation; and that also translated into his understanding of people as individuals who were also in the process of change. Change was a good thing, to be embraced. He took an active interest in promoting people, and he took time to listen to all those he met and to find ways of helping them realise their hopes and dreams.

This interest in people translated into an aspect of Peter that I will particularly miss. Peter was a great recommender of things, be those things novels, poetry, Greek islands, food, restaurants. He took time to learn about people's interests and always found something relevant to suggest to them. I am particularly grateful that he suggested the novels of Madeline Miller to me, picking up on my interest in Greek mythology. We had lively conversations about those texts, and also the fact that we disagreed about Pat Barker's *Silence of the Girls*, a novel that similarly offers a reworking of an ancient Greek tale. He thought it was slow and boring; I thought it profound and deep. We agreed to disagree!

Peter's enthusiasm and love of life will be so missed by all of us at Fusion. Peter met his short illness with characteristic honesty and determination, and he asked to stay on as a trustee until the end. In so many ways, that desire to remain involved means he will continue to be a presence for us. We will certainly put in place concrete ways of marking just how much he brought to his work with us; but his legacy will, in practice, be felt every day in the work we do. We will continue to live out Peter's commitment to sharing the wonder of the arts with young people: with enthusiasm, with joy, and, we hope, with something of Peter's wonderful sense of fun.

#### **Key Projects 2021-22**

##### **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.

Due to COVID-19 safety precautions and restrictions, we adapted the programme to be delivered in partnership with one educational institution at a time [previous years saw Fusion Arts support four schools at the same time, bringing groups together for exhibition and celebration events].

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report for the year ended 31 March 2022 (continued)**

We work with groups of 7-11 years old children with speech, language and communication needs engage in creative arts practice to build skills, self-esteem, confidence and interpersonal relationships. Due to COVID19 the delivery methodology changed to best support children and work safely for the team in and outside of school. Planning has commenced for the next programme working with 30 children from Wood Farm Primary School in partnership with the Museum of Oxford.

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.

Previous project partners to date include Bayards Hill, Cutteslowe, Rose Hill, New Marston and Wood Farm Primary Schools, John Henry Newman Academy School and also the Virtual School for looked after children. Museum partners have been The Ashmolean Museum of Art and Archaeology, The Pitt Rivers Museum, The Oxford University History of Science Museum, Oxford Botanic Garden and The Museum of Natural History and now Museum of Oxford.

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.

For this year's Light Festival, Fusion Arts was commissioned to deliver Lantern workshops - we worked with over 40 artists, community groups, teachers and schools to deliver eco-friendly lantern making workshops for communities, groups and classes across Oxfordshire. In addition, we commissioned artists Dee Moxon and Amy Peck to run a free online lantern making workshop using recycled household materials.

We ran an online store through which people in and around Oxford (and beyond) could order eco-friendly and biodegradable star lantern kits to make at home. We also distributed free lantern making kits to those who could not afford to purchase them.

We worked with artists to deliver IF Oxford's artwork alongside Glow Your Own LED Switch On. Part of the GYO2 workshops run throughout 2021 with community groups creating the interactive LED art piece. At the CDI building at Blackbird Leys.

Partnering with FloFest / GloFest Fusion put on the Finding the Light event in Florence Park. This community spectacular was sponsored by Oxford Business Park, supported by local Councillors and it tied in with the community connection focus of this year's festival. More than 4,000 people came along to Finding the Light, which featured lantern processions and displays, light shows, dance pieces, food, music, a laser disco and more. The festival was the result of months of collaborative hard work from organisations, schools, groups, artists and volunteers.

#### **Sensational Books**

Commencing and due in 2020 - Sensational Books is an ongoing project in collaboration and exhibition with Bodleian Libraries that is curated and led by Professors Emma Smith and Kathryn Rudy. The project works with the Bodleian's collections and explores encounters with books beyond reading, including responses across the five senses of sight, sound, taste, smell and touch and beyond.

We are working with 9 artists to explore the book as an object engaging the senses. This work was originally planned to go towards putting on several workshops & an exhibition in the Weston Library in 2020 but was put off due to the pandemic. We continue to coordinate – working towards an exhibition in April 2022. The artists we are working with on this are:

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report for the year ended 31 March 2022 (continued)**

- Louise Beer and John Hooper
- Sam Skinner
- Sian Hutchings and Calum Perrin
- Helen Frosi
- Gill Partington
- Andrew Albin & Amy

#### **These Things Matter**

These Things Matter is led by Museum of Colour (MoC) in partnership with Bodleian Libraries & Fusion Arts. MoC secured funding from Paul Hamlyn Foundation with additional support from the Esme Fairbairn Foundation.

The centrepiece of the project will be an exhibition called These Things Matter, which will open in Oxford November 2022 and then hopefully tour throughout 2023. And also displayed on the Museum of Colour website as a digital – globally accessible experience. This exhibition will investigate the ideas and relationships that maintained systems of empire and slavery, and will exhibit items of emotional control from the Bodleian Libraries collections.

During October and November (2021), we held a number of in person and online selection workshops. In these sessions people learnt about a number of items of emotional control – from a long list of objects – they were then able to select those which they felt should be included in the final exhibition and be the subject of the commissioned artists works.

We also used our community links to recruit people for a Global Majority participant only workshop at the Bodleian Library. Further public engagement was achieved through a survey version of the selection workshops that was circulated online.

There was an open call for artists to take part in the exhibition and be commissioned to make new works reflecting on the chosen objects as part of the These Thing Matter exhibition and programme. We are in the process of shortlisting and interviewing (collaboratively with Museum of Colour and Bodleian Libraries) to select the final artists.

#### **Activating our Archives**

Activating Our Archives (AoA) is a yearly project led by photographer and curator Sunil Shah that we support in collaboration with Modern Art Oxford. Now in its third year, the project invites participants to explore a certain theme through community dialogue, photography and live archiving, social media and digital storytelling. This year's project theme is forms of protest and expressions of play.

"Protest and Play" AoA 2021 sessions kicked off at Modern Art Oxford, followed by an online session in conversation with Magnum photographer Sim Chi Yin to allow for international participation.

During September, the 13 Oxford based project participants attended 4 project sessions at the Fusion Arts Centre, where, led by Sunil, they discussed, shared and developed visual archive work in relation to the protest and play theme. During this time they created a visual archive of the Fusion building, listened to talks from Modern Art Oxford curators and used Padlet as an online platform to keep a record of and share their developing work and ideas.

At the end of the final session, participants displayed their work in a small exhibition / event at Fusion Arts that was open to friends, family and interested members of the public.

#### **Human Cell Atlas – One Cell at a Time**

The *One Cell At A Time* public engagement project for the Sanger Institute's Human Cell Atlas and has been developed with the support of the Wellcome Genome Campus Public Engagement (WGC PE) team. It is funded by a Research Enrichment Grant from Wellcome Trust. Fusion Arts role was to act as the Community Producer for Oxford (other producers were based in Newcastle, Cambridge & London).

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report for the year ended 31 March 2022 (continued)

This engagement has resulted in a range of artworks that respond to the scientific research of the Human Cell Atlas and the communities that enable that work to happen. These artworks are featured in the virtual *One Cell At A Time* exhibition.

The *One Cell At A Time* art and science exhibition invites people to explore our growing understanding of the trillions of cells that make up the human body, and the role we play in pioneering scientific discovery.

The exhibition features participatory artworks, small-run publications which fuse art, photography and creative writing (zines) and creative learning projects.

Artists Vicky Isley and Paul Smith of collaboration boredomresearch shared their art and science participatory projects that they made for the *One Cell At A Time* creative engagement programme, in response to the research of the Human Cell Atlas, as part of a "Maker Jam" & "Datarama" event with digital artists.

boredomresearch also created an award winning artwork, an animated film called *Call of the Silent Cell*, which is informed by research into cells and the immune system and depicts a response known as a Cytokine Storm. A film screening and Q&A event was held at 95 Gloucester Green, in the Window Galleries and across the country as well as online.

The One Cell At A Time online exhibition was launched on the 28th October, showcasing an ambitious range of artworks and creative community projects produced in response to the research of the Human Cell Atlas. Included in this exhibition was *Call of the Silent Cell*, a short film made by commissioned artist duo boredomresearch that explores links between our human and environmental health, as well as work by Oxford Maker Jam artist Tom Milnes, that gamifies cytokine storms.

#### Save The Last Dance

Intergenerational partnership project with Creative Dementia Arts Network SLDM involves a group of younger people and a group of older people living with dementia coming together for intergenerational learning.

Kick off session on 24th February including training Dementia Friends, Alzheimer's Society. Sessions involve music, creative writing and arts.

Both groups will be involved in creating a Zine that showcases learning from the project and a toolkit providing guidance for other organisations about intergenerational work.

Young people and older people with dementia living in Banbury are sharing their experiences through artistic activity and conversations.

The project aims to increase wellbeing and intergenerational understanding between younger and older people through participation in an arts and cultural activities programme. The programme provides opportunities to share and exchange experiences & resources; be creative; develop skills, self-esteem & confidence; and increase feelings of community understanding and togetherness.

We are hoping to work with Activate Learning, EMBS, Cultural Education Partnership and Age of Creativity on this project in 2022-23.

#### Artist Labs - Music Labs

The next iteration of the Artist Research Labs – Programme 2, Fusion supported and worked with four diverse local artists who are interested in social justice issues, collaborative practice, education, and sustainability. Artists will come together to exchange ideas and collectively consider these topics within their practices.

Artist involved are:

- Niko O'Brien and Hannah Jacobs who form musical duo Pecq
- Zahra Haji Fath Ali Tehrani
- Tessa Cavanna, who produces music under the name Tiece

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report for the year ended 31 March 2022 (continued)**

#### **What IF Project**

What IF is an annual project run by Oxford IF Festival supporting young offenders to create music videos & performances that become provocations for discussion at the Oxford Science and Ideas Festival.

Fusion continued to work in partnership with IF supporting the project by hosting workshops and facilitating performance rehearsal space for a group of Oxfordshire Youth Justice Service young people. We are looking to develop this into a long-term project and partnership.

#### **Westway Project – Botley Gap**

Fusion is a Curatorial Partner for three public art engagements in Botley Westway Precinct. Working in close partnership with the local Parish Council and the Art Development Officer for the Vale of the White Horse, Oxfordshire, we are supporting artists Eleanor [Nor] Greenhalgh, Alex Wenham and Clare Goodall to produce work and engage with the local community for this project.

- Alex Wenham is a stone mason and carver.
- Clare Goodall is a community artist who creates collaborative mosaic works.
- Nor Greenhalgh is a local artist concerned with collaborative practice. She has created numerous public murals, was part of Fig's Elder Stubbs Vernacular project and was a Fusion Artist Research Labs participant for the January-March 2021 iteration.

The project officially started a couple of months ago and is currently in the community development and design phase. At present, the artists are looking to link up with local schools and lunch clubs to run workshops and are in the process of exploring collaborative working practices.

Following design phase completion, the artists will start the programme of works in 2022, looking to finish in August 2022.

#### **Meanwhile in Oxfordshire**

Meanwhile in Oxfordshire is a £1.7m programme of investment to reanimate 50 disused buildings in high streets across the county. Fusion Arts provided expertise and experience as Oxford's first multiple Meanwhile/Temporary Spaces operator in the city. As part of Advisory Board Fusion brought its experience of arts, culture, community and social justice-driven values to Meanwhile in Oxfordshire managed by Makespace Oxford with Wild Property, Transition by Design, Independent Oxford, Soha Housing, Aspire Oxfordshire and Meanwhile Space CIC.

The scope of the programme was very adventurous and with a short timeframe for delivery, proved difficult for Makespace, OCC and OxLEP to achieve initial project aims. The learning and legacy of the project including building relationships has been a great success. The project created 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. Created to respond to, and combat racism, through collaborative action 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.

Throughout 2021-22 Fusion continued to act as a core member of the steering committee. Tangible output in 2021-2022 saw Cultural organisations from across Oxfordshire's Cultural sector meet and engage in training with Inc Arts Unlock and Leadership training.

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report for the year ended 31 March 2022 (continued)

#### Write On!

A new Creative Writing programme created in Summer 2020 partnering with young carers and those in care. Due to COVID-19 the focus was a series of online creative writing workshops with those aged 13-17. These online sessions offered 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. Sessions are led by mentors from the Creative Writing MSt course at the University of Oxford. The mentors received training and 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 the Virtual School for Looked After Children and Care Leavers and 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.

With funding from the Oxford Community Foundation and Doris Fields we ran an in-person 9-week series delivered to young people at EMBS college & Oxfordshire Youth Enterprise's Name It Project. Our mentors are working with over 25 young people from a range of socio-economic, ethnic and religious backgrounds, including ESL students and students who are returning to school to complete their GCSEs.

We have initiated discussions with organisations such as Oxford Youth Ambition about potential opportunities in the new year and hope to secure partnerships to deliver more series in 2022. Given the growth of this project, we are planning for its long-term development into a *Creative Writing Hub* where we are aiming for a level of self-sufficiency achieved through longer-term core project funding.

#### Windrush

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

Additionally, as part of Windrush Celebrations, Fusion Arts took over an empty shop (the “old WH Smiths”) in the Local Shopping Centre with community partners and members of the Oxford Windrush Group – including Museum of Oxford, Pitt Rivers, Brookes University Supported for a day of arts, dance, community learning, sharing and remembering activities celebrating Windrush in June 2021.

#### Parasol Fusion Arts Studio

The Parasol Project are ‘committed to redressing the balance for disabled and disadvantaged children and young people experiencing, or at risk of, social exclusion’. We work closely together to provide professional inclusive and high quality arts provision and workshops that engage and support the young people to learn and thrive. The programme is led and developed by the young people.

For 2021-22 due to the COVID-19 Pandemic we established non-contact digital options alongside physical COVID safe workshops. 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 are embedded as the 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 2022 (continued)

#### Window Galleries

In partnership with the Randolph Hotel by Graduate Hotels 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.

This year, the #WindowGalleries have hosted an African heritage celebration exhibition by Nabawanuka Creations.

Wessex Projects presented their remarkable 'The Only Way is Wessex' exhibition. A group exhibition curated by Wessex Projects, the show featured a selection of work created by local makers and artists in response to the ancient earthworks of the North Wessex Downs and its sites of continual ritual. The project supported recent graduates to gain experience and income.

*Eiko Soga "More-Than-Human World" (see below)*

*Call of the Silent Cell & One Cell at A Time (see above)*

Natty Mark Samuel Poetry exhibition "Chant of the Firefly" presenting nine lively poems in celebration of Caribbean and African folklore. The poems introduce characters from the African and Caribbean from whom we can learn important moral lessons.

Preserving in stitch Exhibition - by Lyn Hall - A mixed media show that explores Lyn's Dutch - Indonesian heritage and themes of identity, culture and repurposing inherited belongings.

*Some of Us are Brave (see below)*

#### 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, Lighthouse Project** as well as a diverse group of artists with subsidised studio spaces.

New spaces in 2021-22 included:

##### **99 Gloucester Green – Pop Up exhibition space**

For Windrush 2021 and Off-Beat Festival. Successfully returned to a commercial rent late in the Summer when COVID-19 restrictions decreased.

##### **95 Gloucester Green Creative Community Space – New Community Gallery space**

To help programme dynamic and social values-driven exhibitions, activities & events in these spaces we have recently welcomed a new Exhibitions and Project Coordinator.

**Fusion Oxford's Community Arts Agency Limited**

**Trustees Annual Report  
for the year ended 31 March 2022 (continued)**

Notable events and exhibitions Include:

- **Elder Vernacular** - as part of Oxfordshire's Great Big Green Week in September, we supported Fig Studio and artist Nor Greenhalgh to put on a drop-in workshop and 3 week exhibition for their Elder Vernacular project at 95 Gloucester Green.

Elder Vernacular is a research project that is compiling a palette of art materials grounded in the East Oxford landscape. Nor & Fig are interested in the rediscovery of a visual 'vernacular' in the contemporary context of COVID and climate change, which have both encouraged city dwellers to embrace their immediate local surroundings for both their psychological and physical wellbeing.

For the workshop, people were invited to drop in & experiment with a number of natural and locally sourced materials including plants, flowers, dyes and papier mache to create biodegradable artwork. Meanwhile, the exhibition featured artwork and materials that were developed as part of the project, including experiments and art produced in workshops with Restore's Elder Stubbs Recovery Group along with natural inks, paints and sculpture materials all sourced from the East Oxford landscape.

[Following the show at 95 Gloucester Green the artists installed the exhibition out of town in our exhibition space at 51 Between Towns Road, Cowley]

- **Eiko Soga** - part of TORCH's Humanities Cultural Programme: Japan Season. The exhibitions combined video projections, photography, poetry and ethnography to explore the value system of the Ainu, the indigenous people of the Japanese and Russian owned lands surrounding the Sea of Okhotsk. Soga spent time living with Ainu communities in Hokkaido, Japan to develop the work.

In *My Neighbour's Meal*, Soga investigates the culture of the Ainu by focusing on food and cooking.

Accompanying exhibitions *More-Than-Human World* was at the #WindowGalleries and also a third installation by Soga, *Autumn Salmon*, which was on display at the Pitt Rivers Museum.

- **Ruskin Student Christmas Print Sale** – BA and MA student print fair to raise funds for the degree show.
- **Industry Magazine** - Oxford University student art magazine and event curatorial group.
- **Laura Everett** - is a performance artist and Artist teacher MA student based in Oxford. Through her character comedy work she is confronting identity, ageism and beauty ideals.
- **Some of Us are Brave** - Exhibition was a collaboration and commission of curator Sukai Eccelstone of CasildART.

The first exhibition of its kind, this was an exceptional moment for arts in Oxford, and for communities that saw themselves represented by the artists and in the artworks. This inspiring art exhibition showcased 15 Black Women Artists working across multiple mediums (painting, sculpture, 2D and digital works) with creative expressions of identity, belonging, beauty, environmental and ecological concerns, celebrating International Women's Day. There were a number of panel discussions, exhibition tours and moments for the community to come together around performances and artist-led workshops.

We continue to support work at 51 & 58 Between Towns Road as well as artist studios at Westbridge House 2, 4 & 6.

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report for the year ended 31 March 2022 (continued)**

#### **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.

In September, the Network collaborated with the Oxfordshire COP26 Climate Alliance to involve artists and arts organisations in the Great Big Green Week, leading to numerous awareness raising and action catalysing events across Oxfordshire.

In October the network finalised a Green Arts Charter (drafted in July during a workshop attended by 25 artists & cultural organisations). The final draft was made into an infographic and launched on social media by Oxfordshire artists & organisations on the COP26 Global Day of Action for Climate Justice, 6 Nov. Organisations shared the Charter with their action points, prompting team meetings focusing on climate strategy, using the Charter as a framework. Pegasus Theatre rewrote their entire environmental policy to coincide with the launch.

GAON Project Leader attended Carbon Literacy Training run by SAIL. In a follow-up meeting, SAIL offered to share their resources & train up more Oxford-based trainers for the network. As the accreditation and training process spans several months, the steering group ran an interim Carbon Literacy and Communication course by Friends of the Earth.

Now over 90 members strong, the network needs the infrastructure & funding to support organisations and artists to meet their pledges. Plans for the coming year include: Rolling out Carbon Literacy Training to all network members; checking in every 2-3 months with those who have signed the Charter to hold them to account & offer support; coordinating a programme of talks/workshops/networking events responding to the needs of organisations and artists; and creating a website that hosts the Charter, action plans, a list of network members, Carbon Literacy Training and other resources that spotlight best practice within the sector.

#### **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. As well as being one of Oxford's most important arts and youth spaces, 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.

The Fusion Arts Centre also acts as a central space where much of the project work can emanate from or be supported by. It is a drop in space for many individuals and community members looking for support and access to creative practice. It is also a space for members of the community to come together.

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. The establishment of additional temporary spaces across the city also increased access to the arts in a covid safe way – decentralizing much of the programme of work.

**Grassroots music Gigs** - SEPT – MAR (with some cancellations due to Omicron in December 2021)  
Local acts and touring bands - 16 acts, 2 debut performances, 1 EP Launch, 2 debut headline tours

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report for the year ended 31 March 2022 (continued)

**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.

**Community Darkroom** - Although physically closed for much of the first part 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 were able to open up the darkroom to the public as restrictions lifted and run the space in a COVID19 safe way. In addition to drop in use we ran sessions that covered unconventional topics including pinhole photography, cyanotype photography, analogue film photography and an eco darkroom session.

Throughout the year we ran another online photography course for beginners. People from the UK and abroad tuned in each week to learn the basics of photography and what makes a "good" image.

We have a specific interest in creating a sustainable darkroom and for Oxfordshire's Great Big Green Week, shared eco photography practices such as cyanotype and phytogram image-making.

In September, the centre also played host to BBC Two show *Celebrity Antiques Road Trip* in which artist John Blythe created cyanotypes with psychiatrist Philippa Perry.

**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.

As part of our ongoing relationship with Rose Hill Primary School, in July we provided every child (total of 312 students) with a sketchbook, some pencils and activity sheets – prepared as part of East Oxford Drawing School – Young Persons Drawing Club to encourage creativity over the summer holidays.

### Redevelopment of East Oxford Community Centre

Redevelopment of East Oxford Community Centre has been planned for many years. The redevelopment plan currently includes the demolition and replacement of Fusion Arts Centre. Due to uncertainties created through COVID19 and the global economic downturn the future and security of the project were unclear. Poor communication from Oxford City Council (landlord and project partner) meant that our work at the Fusion Arts Centre had to wind down towards the end of the year. Throughout the year Fusion Arts supported the community to have a voice in challenging the programme delivery team to do better. Since the beginning of the process in 2015 Fusion Arts championed and centered social value and human centric design. We have demanded construction and refurbishment to be environmentally responsible. We have demanded that the building's future function is best practice regarding accessibility as well as usability and being welcoming to all. We have demanded any new building functions in an environmentally and ecologically responsible way and to best practice. We have also demanded economic responsibility going forward regarding management of the space with the 'rent' of the asset being accessible to community groups to still use the space to support locals, so the future income isn't the incentive for the new construction.

This is a very exciting time for Fusion Arts and marks the next chapter in the organisation's development. Fusion was established 45 years ago in May 1977 and has been based at the Fusion Arts Centre ever since.

It is also a very important moment for the local East Oxford communities and a commitment to Oxford's communities, the arts, social justice and wellbeing. A once in a lifetime opportunity of civic community building to create a new East Oxford Community Centre.

## **Fusion Oxford's Community Arts Agency Limited**

### **Trustees Annual Report for the year ended 31 March 2022 (continued)**

#### **Notable partners 2021-22s 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, Fig Studio, IF Science Festival, What Next? Oxford, Cultural Partners Group OCC, FloFest / GloFest, East Oxford Youth Partnership Board, Cultural Education Partnership Board, Restore, Bounce Design, BKLWUO, Museum of 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 and Care Leavers, Templars Square Shopping Centre – New River Retail 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.

#### **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 for an 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.

## Fusion Oxford's Community Arts Agency Limited

### Trustees Annual Report for the year ended 31 March 2022 (continued)

#### 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 Story Makers, Oxford Light Festival (Illuminating Oxford & Lantern Parades), Save the Last Dance for Me (intergenerational). 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.

#### 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	(Chair & Vice Chair until December 2021 resigned March 2022)
Kate Eveleigh	
Andrew John McLellan	(Vice-Chair as of December 2021)
Roger McKenzie	(Co-Chair as of December 2021)
Sally McKone	(Treasurer)
Peter McQuitty	(resigned April 2021)
Lisia Newmark	
Regina Ndhlovu	(Co-Chair as of December 2021)
Kate Blessington	(resigned March 2022)

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 2022 was £6 (2021: £9).

*R Ndhlovu*

Regina Ndhlovu

Co-Chair

21<sup>st</sup> December 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 2022 which are set out on pages 18 to 26.

**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.

*A E Haines*

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

**21<sup>st</sup> December 2022**

**Fusion Oxford's Community Arts Agency Limited**  
**Statement of Financial Activities (Incorporating an Income and Expenditure Account)**  
**for the year ended 31 March 2022**

	Note	Unrestricted Funds £	Restricted Funds £	2022 Total £	Unrestricted Funds £	Restricted Funds £	2021 Total £
<b><u>INCOME AND ENDOWMENTS FROM</u></b>							
Incoming resources from generated funds:							
Donations and Legacies - Grants		125,293	86,958	212,251	149,800	133,030	282,830
Income from charitable activities:							
- Project income		5,653	-	5,653	15,732	500	16,232
- Programme income		27,607	17,604	45,211	6,650	-	6,650
- Sundry income		1	-	1	7	-	7
		<u>158,554</u>	<u>104,562</u>	<u>263,116</u>	<u>172,189</u>	<u>133,530</u>	<u>305,719</u>
<b><u>TOTAL INCOME AND ENDOWMENTS</u></b>	2	<u>158,554</u>	<u>104,562</u>	<u>263,116</u>	<u>172,189</u>	<u>133,530</u>	<u>305,719</u>
<b><u>EXPENDITURE ON</u></b>							
Charitable activities	3	106,643	96,298	202,941	28,747	128,952	157,699
Support and governance costs	3	68,125	72	68,197	12,976	17,370	30,346
		<u>174,768</u>	<u>96,370</u>	<u>271,138</u>	<u>41,723</u>	<u>146,322</u>	<u>188,045</u>
<b><u>TOTAL RESOURCES EXPENDED</u></b>		<u>174,768</u>	<u>96,370</u>	<u>271,138</u>	<u>41,723</u>	<u>146,322</u>	<u>188,045</u>
Net resources expended	4	(16,214)	8,192	(8,022)	130,466	(12,792)	117,674
Transfers between funds		(3,228)	3,228	-		(4,077)	4,077
		<u>(19,442)</u>	<u>11,420</u>	<u>(8,022)</u>	<u>126,389</u>	<u>(8,715)</u>	<u>117,674</u>
<b>Net movement in funds</b>		<u>(19,442)</u>	<u>11,420</u>	<u>(8,022)</u>	<u>126,389</u>	<u>(8,715)</u>	<u>117,674</u>
<b>Funds at 1 April 2021</b>		<u>141,186</u>	<u>10,073</u>	<u>151,259</u>	<u>14,797</u>	<u>18,788</u>	<u>33,585</u>
<b>Funds at 31 March 2022</b>	11	<u>121,744</u>	<u>21,493</u>	<u>143,237</u>	<u>141,186</u>	<u>10,073</u>	<u>151,259</u>

Included within unrestricted funds at 31 March 2022 is £55,000 (2021: £55,000) relating to designated funds and £66,744 (2021: £86,186) 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 20 to 26 form part of these financial statements.

**Fusion Oxford's Community Arts Agency Limited**

**Balance Sheet  
as at 31 March 2022**

	<b>Note</b>	<b>2022</b>	<b>2021</b>
		<b>£</b>	<b>£</b>
<b>Fixed assets</b>			
Tangible fixed assets	7	2,734	2,854
<b>Current assets</b>			
Stock		-	-
Debtors	8	23,993	13,314
Cash at bank and in hand		149,810	172,100
		<u>173,803</u>	<u>185,414</u>
<b>Creditors: amounts falling due within one year</b>	9	<u>(33,300)</u>	<u>(37,009)</u>
<b>Net current assets</b>		<u>140,503</u>	<u>148,405</u>
<b>Net assets</b>	10	<u><u>143,237</u></u>	<u><u>151,259</u></u>
<b>Funds</b>			
Unrestricted funds	11	121,744	141,186
Restricted funds	11	21,493	10,073
		<u>143,237</u>	<u>151,259</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 21<sup>st</sup> December 2022 and signed on its behalf by Regina Ndhlovu

*R Ndhlovu*

**Regina Ndhlovu  
Co-Chair**

**Company number: 02089425**

**The notes on pages 20 to 26 form part of these financial statements**

## Fusion Oxford's Community Arts Agency Limited

### Notes to the Financial Statements for the year ended 31 March 2022

#### 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 2022 (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 (2021: none).

#### 3. Charitable expenditure

	Furthering Charity £	Support Costs £	Governance Costs £	2022 Total £	2021 Total £
Wages and salaries	47,985	24,719	-	72,704	38,090
Project costs	149,832	-	-	149,832	129,278
Travel and subsistence	659	-	-	659	-
Office and workshop	-	28,434	-	28,434	8,028
Telephone costs	-	237	-	237	343
Printing, postage and stationery	1,327	684	-	2,011	2,085
Advertising and publicity	1,088	-	-	1,088	294
Training and subscriptions	1,925	-	-	1,925	1,066
Insurance	-	3,726	-	3,726	2,289
Accountancy fees	-	3,565	3,355	6,920	5,610
Sundry expenses	125	-	-	125	10
Depreciation	-	1,122	-	1,122	952
Recruitment	-	437	-	437	-
Website	-	1,918	-	1,918	-
	<u>202,941</u>	<u>64,842</u>	<u>3,355</u>	<u>271,138</u>	<u>188,045</u>

**Fusion Oxford's Community Arts Agency Limited**

**Notes to the Financial Statements  
for the year ended 31 March 2022 (continued)**

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

	<b>2022</b>	<b>2021</b>
	£	£
This is stated after charging:		
Independent examiner's fee	2,880	2,880
Depreciation	1,122	952
	<u>          </u>	<u>          </u>

**5. Staff costs and numbers**

	<b>2022</b>	<b>2021</b>
	£	£
Salaries and wages - gross	71,005	37,386
Pension	1,699	704
	<u>          </u>	<u>          </u>
	<u>72,704</u>	<u>38,090</u>

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

Direct charitable activities	2	1
Management and administration	1	1
	<u>          </u>	<u>          </u>
Total employed staff	3	2
Freelance staff	4	4
	<u>          </u>	<u>          </u>
Total staff	<u>7</u>	<u>6</u>

No employee received emoluments in excess of £60,000 per annum for either 2022 or 2021.

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 (2021: £nil).

No Trustees had expenses reimbursed by the charity (2021: £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 2022 (continued)**

**7. Tangible fixed assets**

	Plant & machinery £	Fixtures & fittings £	Computer equipment £	Total £
<b>Cost</b>				
At 1 April 2021	4,804	1,123	21,569	27,496
Additions	-	-	1,002	1,002
At 31 March 2022	<u>4,804</u>	<u>1,123</u>	<u>22,571</u>	<u>28,498</u>
<b>Depreciation</b>				
At 1 April 2021	4,619	1,122	18,901	24,642
Charge for the year	61	-	1,061	1,122
At 31 March 2022	<u>4,680</u>	<u>1,122</u>	<u>19,962</u>	<u>25,764</u>
<b>Net book values</b>				
At 31 March 2022	<u>124</u>	<u>1</u>	<u>2,609</u>	<u>2,734</u>
At 31 March 2021	<u>185</u>	<u>1</u>	<u>2,668</u>	<u>2,854</u>

**8. Debtors**

	2022 £	2021 £
Trade debtors	16,879	11,323
Prepayments	7,114	1,991
	<u>23,993</u>	<u>13,314</u>

**9. Creditors: amounts falling due within one year**

	2022 £	2021 £
Trade creditors	21,150	-
Taxes and social security	(726)	641
Accruals and deferred income	7,570	16,471
Other creditors	5,307	19,897
	<u>33,300</u>	<u>37,009</u>

**Fusion Oxford's Community Arts Agency Limited**

**Notes to the Financial Statements  
for the year ended 31 March 2022 (continued)**

**10. Analysis of net assets between funds**

<b>2022</b>	<b>Designated Fund £</b>	<b>General Fund £</b>	<b>Restricted Funds £</b>	<b>2022 Total £</b>
Tangible fixed assets	-	2,734	-	2,734
Current assets	55,000	92,895	25,908	173,803
Current liabilities	-	(28,885)	(4,415)	(33,300)
<b>Net Assets at 31 March 2022</b>	<u>55,000</u>	<u>66,744</u>	<u>21,493</u>	<u>143,237</u>
<b>2021</b>	<b>Designated Fund £</b>	<b>General Fund £</b>	<b>Restricted Funds £</b>	<b>2021 Total £</b>
Tangible fixed assets	-	2,854	-	2,854
Current assets	55,000	120,341	10,073	185,414
Current liabilities	-	(37,009)	-	(37,009)
<b>Net Assets at 31 March 2021</b>	<u>55,000</u>	<u>86,186</u>	<u>10,073</u>	<u>151,259</u>

**Fusion Oxford's Community Arts Agency Limited**

**Notes to the Financial Statements  
for the year ended 31 March 2022 (continued)**

**11. Movement in funds 2022**

	Opening balance £	Incoming Resources £	Outgoing Resources £	Transfer £	Closing balance £
<b>Restricted Funds:</b>					
Inside Out Outside In	3,163	-	-	-	3,163
Sensational Books	(2,864)	10,500	(2,567)	-	5,069
Story Makers 3	14,728	-	(5,260)	-	9,468
Street Arts – Rose Hill	500	-	-	-	500
YA Arts Inclusion	3,177	-	(3,177)	-	-
Culture recovery fund	(8,631)	8,631	-	-	-
Culture recovery fund II	-	39,657	(39,657)	-	-
Lanterns 2021	-	15,104	(15,104)	-	-
WriteOn	-	9,380	(3,722)	-	5,658
SOUAB	-	21,290	(26,883)	3,228	(2,365)
	<u>10,073</u>	<u>104,562</u>	<u>(96,370)</u>	<u>3,228</u>	<u>21,493</u>
<b>Unrestricted Funds</b>					
General	86,186	158,554	(174,768)	(3,228)	66,744
Designated	55,000	-	-	-	55,000
	<u>151,259</u>	<u>263,116</u>	<u>(271,138)</u>	<u>-</u>	<u>143,237</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.
- Some of Us Are Brave supported by public funding by the National Lottery through the Arts Council England. The overdrawn balance relates to income received post year end.
- WriteOn – Write On is funded by multiple partners through commissions and funders. In 2021 we were grateful to receive funding from Oxfordshire Community Foundation

**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 2022 (continued)**

**11. Movement in funds 2021**

	Opening balance £	Incoming Resources £	Outgoing Resources £	Transfer £	Closing balance £
<b>Restricted Funds:</b>					
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>
<b>Unrestricted Funds</b>					
General	14,797	172,189	(41,723)	(59,077)	86,186
Designated	-	-	-	55,000	55,000
	<u>14,797</u>	<u>172,189</u>	<u>(41,723)</u>	<u>(59,077)</u>	<u>86,186</u>
<b>Total Funds</b>	<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>

**12. Related parties**

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

**FUSION-OXFORD'S COMMUNITY ARTS AGENCY- LIMITED**

England & Wales - Charity number 1070805

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# Accounts

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**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**

<b>Status</b>	Fusion Oxford's Community Arts Agency Limited is a charitable company, limited by guarantee and registered as a charity
<b>Company Number</b>	02089425
<b>Charity Number</b>	1070805
<b>Registered Office and Operational Address</b>	Fusion Oxford's Community Arts Agency A Block East Oxford Community Centre Princes Street Oxford OX4 1DD
<b>Trustees</b>	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)
<b>Secretary</b>	Kieran Cox
<b>Principal Bankers</b>	National Westminster Bank PLC
<b>Accountants</b>	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, BKLUWO, 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 £
<b><u>INCOME AND ENDOWMENTS FROM</u></b>							
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
<b><u>TOTAL INCOME AND ENDOWMENTS</u></b>	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>
<b><u>EXPENDITURE ON</u></b>							
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
<b><u>TOTAL RESOURCES EXPENDED</u></b>		<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)	-
<b>Net movement in funds</b>		126,389	(8,715)	117,674	(14,576)	(14,383)	(28,959)
<b>Funds at 1 April 2020</b>		14,797	18,788	33,585	29,373	33,171	62,544
<b>Funds at 31 March 2021</b>	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 £
<b>Fixed assets</b>				
Tangible fixed assets	7		2,854	1,938
<b>Current assets</b>				
Debtors	8	13,314	17,135	
Cash at bank and in hand		172,100	31,255	
		<u>185,414</u>	<u>48,390</u>	
<b>Creditors: amounts falling due within one year</b>	9	<u>(37,009)</u>	<u>(16,743)</u>	
<b>Net current assets</b>			<u>148,405</u>	<u>31,647</u>
<b>Net assets</b>	10		<u><u>151,259</u></u>	<u><u>33,585</u></u>
<b>Funds</b>				
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**

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

**5. Staff costs and numbers**

	<b>2021</b>	<b>2020</b>
	£	£
Salaries and wages - gross	37,386	32,063
Pension	704	570
	<u>          </u>	<u>          </u>
	<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>          </u>	<u>          </u>
Total employed staff	2	2
Freelance staff	4	4
	<u>          </u>	<u>          </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 £
<b>Cost</b>				
At 1 April 2020	4,529	1,123	19,976	25,628
Additions	275	-	1,593	1,868
At 31 March 2021	<u>4,804</u>	<u>1,123</u>	<u>21,569</u>	<u>27,496</u>
<b>Depreciation</b>				
At 1 April 2020	4,528	1,122	18,040	23,690
Charge for the year	91	-	861	952
At 31 March 2021	<u>4,619</u>	<u>1,122</u>	<u>18,901</u>	<u>24,642</u>
<b>Net book values</b>				
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**

<b>2021</b>	<b>Designated Fund £</b>	<b>General Fund £</b>	<b>Restricted Funds £</b>	<b>2021 Total £</b>
Tangible fixed assets	-	2,854	-	2,854
Current assets	55,000	120,341	10,073	185,414
Current liabilities	-	(37,009)	-	(37,009)
<b>Net Assets at 31 March 2021</b>	<u>55,000</u>	<u>86,186</u>	<u>10,073</u>	<u>151,259</u>
<b>2020</b>		<b>General Fund £</b>	<b>Restricted Funds £</b>	<b>2020 Total £</b>
Tangible fixed assets		652	1,286	1,938
Current assets		30,888	17,502	48,390
Current liabilities		(16,743)	-	(16,743)
<b>Net Assets at 31 March 2020</b>		<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 £
<b>Restricted Funds:</b>					
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>
<b>Unrestricted Funds</b>					
General	14,797	172,189	(41,723)	(59,077)	86,186
Designated	-	-	-	55,000	55,000
	<u>14,797</u>	<u>172,189</u>	<u>(41,723)</u>	<u>55,000</u>	<u>141,186</u>
<b>Total Funds</b>	<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 £
<b>Restricted Funds:</b>					
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
<b>Total Funds</b>	<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.