

Company registration number: 03679369

Charity registration number: 1073572

FUSION UK

Company Limited by Guarantee

**UNAUDITED FINANCIAL STATEMENTS AND
TRUSTEES REPORT
FOR THE YEAR ENDED 31 AUGUST 2025**



<https://www.fusionmovement.org/>

FUSION UK

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FOR THE YEAR ENDED 31 AUGUST 2025

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FUSION UK

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 AUGUST 2025

Registered charity name: Fusion UK

Trading name: Fusion Movement

Trustees:

Hannah Miller	(Chair)
Jennifer Dudgeon	
Ramsey Filippides	
Andrew Gardner	- appointed 24 June 2025
Oliver Grills	- resigned 26 September 2024
James Hill	- resigned 24 June 2025
Rowan Jackson-Smith	
Prabhjot Johal	- appointed 24 June 2025
John McGinley	- appointed 24 June 2025
Ruth Page	- resigned 30 October 2024

Company registration number: 03679369

Charity registration number: 1073572

Registered office address: Unit 7
30 Meadow Lane
Loughborough
Leicestershire
LE11 1JY

Independent examiner: Daniel Styles FCA
Lifestyles Accountancy Limited
39 Kirklees Road
Southport
PR8 4RB

Bankers: Barclays Bank plc
74 East Street
Chichester
West Sussex
PO19 1HT

FUSION UK

EXECUTIVE SUMMARY OF THE YEAR'S ACTIVITIES

FOR THE YEAR ENDED 31 AUGUST 2025

This has been a year of movement. The pace has picked up while the vision has remained the same: to see students find hope in Jesus and home in the local church. This mission has led us into new ground as we train and resource student ministries and call the church into action in this season of awakening.

Our research has been a significant signpost of awakening. "Will You Come to Church With Me?" gave us a qualitative window into the experiences of Christian students as they navigate inviting their mates and sharing their faith, whilst the Savanta research revealed a surprising openness to Scripture across the student world: half of all students say that the Bible is relevant today. This is good news for the church. The land ahead of us is fertile soil for the word. Let's sow generously in this season.

Unity across the student mission landscape grew meaningfully this year. The first Do It Again prayer nights brought over 1,500 people together across 14 locations, representing unprecedented collaboration among national organisations. With so many gathered to contend for a move of the spirit, it wasn't hard to feel the ground shaking beneath our feet as we prayed. I believe we will feel the aftershock from this for a long time to come.

Our gatherings served as anchor points amid a full year. The sold-out Fusion Gathering, regional Fusion Days, the Church Leader Forum, and the Vanguard retreat all created space for equipping, sharpening, and shared encouragement. We also launched a new book, "How to Make Disciples That Make Disciples", which has flown through churches. We also developed a new coaching offering to complement this. Student Linkup progressed through a carefully reviewed pilot, while the Student Evangelist Network continued to expand in confidence and reach.

Looking ahead, we are preparing to break more ground through an expanded evangelist training programme, casting the prayer net wider with Do It Again Locations, bolder gatherings, and launching the Prayerstream Caravan project to take a mobile prayer room to every university location in the city, releasing waves of local mission as it goes. All of these are designed to strengthen mission in partnership with local churches.

This has been a year of celebration and preparation as we set out into this next season of adventure.

Luke Smith
National Team Leader (England and Wales)

FUSION UK

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 AUGUST 2025

The trustees submit their annual report and financial statements for the year ended 31 August 2025. The financial statements follow the requirements of the revised Charities Statement of Recommended Practice (FRS 102) (second edition - October 2019) – Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). For the purpose of charity law, directors are also the company's trustees and are responsible for making all major decisions on behalf of the company and are referred to throughout this report as trustees.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is a company limited by guarantee, formed on 4 December 1998 and is governed by its its memorandum and articles of association.

Recruitment and appointment of the trustees

The board seeks to achieve a balance of skills and experience amongst the trustees. In order to maintain this, the board reviews its skill and experience mix each year and seeks to recruit new trustees as and when necessary.

Potential trustees are identified and then approached to determine whether they are able and willing to become part of the charity. Interested individuals are invited to attend a number of trustee meetings to enable them to gain an understanding of the ethos and philosophy of management of the charity. They are also invited to the main office in Loughborough to be given information about the activities, resources and objectives of the charity as well as information regarding the roles and responsibilities of trustees. At the end of this investigative period, individuals are invited to become trustees. Appointment is made at a formal meeting of the board of trustees in line with the charity's memorandum and articles of association.

The trustees delegate the day-to-day responsibility for administering the activities of the charity to a full time head of operations who is also responsible for overseeing the charity's employees and liaising with others to whom the trustees have contracted to undertake various projects and initiatives.

Trustee induction and training

The current board of trustees provide any new trustee with an overview of the timetable of board meetings, copies of the recent minutes of meetings, the recent reports and financial statements and explains their general and specific responsibilities.

Ongoing training is provided by the board of trustees as and when the need arises.

OBJECTIVES AND ACTIVITIES

Aim and purpose

The charity exists primarily to advance the Christian faith and works to catalyse, facilitate and grow a student movement by working in partnership with local churches and other organisations. This is summarised through three purposes:

FUSION UK

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

OBJECTIVES AND ACTIVITIES (continued)

Aim and purpose (continued)

1. Equipping students: preparing and inspiring students for a life of mission and discipleship at university;
2. Serving churches: connecting students into the heart of local church and encouraging churches to be at the heart of student mission; and
3. Developing student workers: training, resourcing and strengthening all those in church based student ministry.

Included in this is the development and maintenance of a national and international network that will produce and exchange resources to promote student mission.

Objectives and activities

The trustees have established that the aims and purposes of the charity will primarily be reached through working with local churches, their student workers and university students directly. All activities will be focused on providing resources and support in these three areas.

In planning activities for the year, the trustees have considered the Charity Commission's guidance on public benefit and, in particular, the specific guidance on charities for the advancement of religion. We want every student to have the opportunity to encounter Jesus whilst at university, for them to find a home in their local church and to live out their faith as part of their local, national and the global community through:

- Preparing and distributing resources on spiritual formation and discipleship, the gospel and kingdom mission, and developing a passion and love for Jesus;
- Providing new students with information to access pastoral care in their new environment;
- Encouraging students to be socially involved in the student and wider community; and
- Mission and outreach through enabling, resourcing and training local churches.

ACHIEVEMENTS AND PERFORMANCE

Research Insights

This year, we commissioned two research projects. In October 2024, we released a report entitled "Will you come to church with me?" exploring the attitudes and experiences of Christian students regarding invitation and sharing their faith. This qualitative research, based on long-form interviews with a diverse cross-section of 20 students, yielded fascinating insights about the challenges and opportunities facing Christian students. In March 2025, a report entitled "What do today's students think about the bible?" based on research conducted by the polling organisation Savanta, explored students' engagement with the Bible. This quantitative research with a sample of 2,000 students from all faith backgrounds attracted significant attention and interest in both Christian and mainstream media, revealing some extraordinary results in terms of interest and perceptions of the Bible in the student generation. Key findings include 50% of all students stating the Bible is relevant to today's world, and 33% of non-Christian students are interested in reading the Bible with a friend.

FUSION UK

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

ACHIEVEMENTS AND PERFORMANCE (continued)

Do It Again

In January 2025, we helped run the first-ever Do It Again prayer nights, partnering with UCCF and other student mission organisations, including Agape, Navigators, Circuit Riders, Christian Unions Ireland, YWAM, 24-7 Prayer and Revive Europe, to call anyone passionate about student mission to gather and pray for revival. We saw over 1,500 people join together in prayer simultaneously across 14 locations in the UK and Ireland. This was the first-ever unified prayer initiative involving all of these organisations and was truly ground-breaking for student mission.

Students and Scripture

At the start of the 24/25 academic year, we launched www.studentbible.org. This initiative provides a way for non-Christian students interested in reading the Bible to receive one as a gift from Fusion, alongside accompanying resources to assist them in reading the bible and connecting with a church community. 533 Bibles were sent to students from Guernsey to Elgin, and the website, along with promotional materials including stickers and flyers, has served as a useful missional tool for churches in evangelism to students.

Fusion Gatherings

Our annual Fusion Gathering, hosted at Kings Cross Baptist church, was a sold-out event gathering over 200 people. Amidst the heatwave of June, it was a fire-filled room, overflowing with passion and zeal to see God move amongst students. We took time to celebrate all that God is doing in the nation and pray for more. The programme included talks and seminars to equip student workers, students and church leaders for mission in the year to come. Other gathering points included:

- Five 'Fusion days' hosted in Bristol, Cardiff, Derby, London and York, attended by a total of 135 people.
- A church leader forum, gathering 27 church leaders from a diverse range of denominations and geographies to share encouragements, insights and stories relevant to them.
- A Vanguard retreat for 36 student workers from some of the key pioneering churches in our network.

How to Make Disciples that Make Disciples

We launched our new resource, "How to Make Disciples That Make Disciples", in April. a book written to equip people as they meet with a friend and disciple them in the way of Jesus, encouraging disciple-making amidst a season of awakening. By the end of August, after a busy summer of festivals, we had sold 1,350 copies. We also produced promotional videos, delivered training sessions, and created a Bible devotional and long-form article. With multiple bookings already confirmed for 2025/26, we expect this to remain a key resource going forward.

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TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

ACHIEVEMENTS AND PERFORMANCE (continued)

Student Linkup

This year, following an extensive review of the functionality and usage of Student Linkup, we piloted a trial in two university locations, Bristol and Nottingham, whereby only a select few churches could initiate messages with students. Churches were selected for the pilot based on historic service use and their relationship with Fusion. For those churches not included, students were still able to view and contact all churches. The pilot was bold but generally well-received, and we will review it to inform future developments in Q1 2025/26. Additionally, we delivered 22 Try Church freshers fairs in September, partnering with local churches to invite students to try church via Student Linkup.

Student Evangelism

The Fusion Student Evangelist Network grew in both number and focus this year, with over 100 students signed up. Activities included an in person calling weekend for 14 student evangelists, as well as online gatherings for connection and training. Stories from the network were shared via the Student Mission Podcast. This year saw a record number of Worldview Survey responses, confirming it as a highly effective tool for cold-contact evangelism and offering valuable insight into students' ongoing spiritual openness and curiosity.

Funding Streams

We had a successful year for fundraising, with successful grants from several trusts supporting both our core student mission work and key projects, including How to Make Disciples that Make Disciples, website redevelopment, and the Legacy and Student Mission podcasts. We are deeply grateful to these trusts and to individual partners who contributed across specific projects, including those who gave at our Fusion Dinners at Wentworth Golf Club and Hampton Manor. We also received an unexpected legacy gift, which is currently held in reserve while we discern the most appropriate use in line with the donor's intentions.

Sending Pathways

In this year, there were a number of strategic conversations and consideration given to how we best relate to and work with Fusion presence in other nations, partly in response to increased capacity within our team, but also an increased spiritual conviction. We helped serve the wider movement through trips to equip and train colleagues and student ministry practitioners in the US, as well as a mission trip to Granada with Fusion Espana alongside Open Heaven Church. Our relationship with Fusion Scotland was further strengthened through inviting them into participate in the Sow the Word Bibles project, as well as having their input into the Student Evangelist Network with several Scottish students joining this too, alongside the Fusion Scotland team and some student leaders attending the Fusion Gathering in June. We also re-connected with some key leaders from Aarhus, Denmark, who first met Fusion in 2017 and have since grown considerably in student ministry and mission activity.

FUSION UK

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

FINANCIAL REVIEW

Review and summary of the year

The results for the year and state of the charity's affairs at 31 August 2025 are set out in the financial statements on pages 13 to 23 showing income of £950,174 (2024 - £702,618) and expenditure of £897,617 (2024 - £692,911). The charity does not engage professional fundraisers or conduct mass public fundraising (e.g., street collections, door to door, or cold telemarketing). We fundraise primarily through relationship based support (individual partners, church partners, grant making trusts) and by invitation only events. We also accept unsolicited donations online and generate restricted trading income from resource sales.

The charity recorded net income of £52,557 (2025 - £9,707) bringing the total reserves to a surplus of £314,120 (2024 - £261,563) which includes restricted funds of £65,772 (2024 - £6,022).

Principal funding sources

The principal funding sources of the charity continue to be received from the very generous donors and grant funders that the charity is so very thankful to.

RESERVES POLICY

Purpose

This reserves policy outlines Fusion UK's approach to managing our free financial reserves to ensure stability, resilience, and agility. It establishes appropriate thresholds for reserve holdings and their rationale, balancing risk management with mission effectiveness.

Reserves parameters

Fusion sets the following free reserve thresholds based on operational expenditure, excluding staff salaries:

- Lower Limit: Equivalent to three months of operational costs (excluding salaries). Based on 24/25 expenditure, this figure is £87,245 (suggested roundup to £90,000)
 - The lower limit ensures Fusion UK can continue delivering essential services in the event of unforeseen disruptions or delays in funding.
 - It provides a safeguard against economic uncertainty, operational risks, and cash flow interruptions, enabling the charity to remain stable and mission-focused during periods of difficulty.
- Upper Limit: Equivalent to six months of operational costs (excluding salaries). Based on 24/25 expenditure this figure is £174,489 (suggested roundup to £180,000)
 - The upper limit protects against the over-accumulation of unrestricted and undesignated funds. Fusion UK aims to be agile, responsive, and forward-moving as a movement and this should be reflected in our financial activity.
 - Holding no more than six months of reserves (excluding salaries) ensures that funds are not withheld unnecessarily but are released to pursue new opportunities and projects, to innovate and respond strategically to developments in the student mission landscape.

FUSION UK

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

Reserves parameters (continued)

These limits and this policy will be reviewed annually in the Q4 board meeting to ensure they reflect the present headcount, size, complexity, and strategic needs of Fusion UK. Quarterly financial updates can also update trustees on the status of reserves.

Ministry partnership development (MPD)

Fusion UK staff are primarily funded through Ministry Partnership Development (MPD), a model by which individuals raise financial support through partnerships with churches and individuals. MPD aligns with the charity's values of relational mission and shared responsibility. It also reduces the burden on central funds, allowing operational reserves to focus on sustaining infrastructure, projects, and delivery, rather than covering salaries. However, MPD income is monitored alongside reserves to ensure overall financial health and sustainability.

Wind-up contingency

In the unlikely event that Fusion UK is required to cease operations, it is essential that our reserves cover the full cost of winding up the charity in an orderly and responsible manner. This includes staff redundancies, contractual liabilities, professional services, and compliance obligations. The lower reserve threshold includes an allocation for these potential closure costs, reflecting our duty to conclude operations ethically and legally, should the need arise.

Oversight and reporting

The Management Team will monitor reserve levels quarterly and report to the Board of Trustees. Any intention to operate outside the established reserve bands must be presented with a detailed explanation, including a risk assessment and strategic justification.

Policy review

This policy will be formally reviewed annually by the Board of Trustees, or more frequently if circumstances require.

- **Date of last review:** 24 June 2025
- **Date of next scheduled review:** 23 June 2026

Current reserves position

At present, the free reserves, which amount to £248,348, are above the upper limit as described above. The trustees are working with the management team to identify opportunities for investment to ensure the funds held in excess of the reserves threshold are used to further the charity's objects. In addition to this, the Charity holds restricted funds totalling £65,772 to fund the establishment and development of Fusion Ireland and other digital asset developments.

Investment policy

The charity's memorandum provides the trustees with the power to invest monies not immediately required for its purposes, with the objective of managing resources effectively. The trustees will identify funds not required for short or medium term needs and will designate them for longer term investment. The trustees will consider the risk and benefits of such investments, and where necessary seek advice when selecting investment funds. The ethical stance of the charity is a core consideration for the placement of investment funds.

FUSION UK

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

Pay policy for senior staff

The trustees consider the board of directors, who are also the charity's trustees, and the senior management team which comprises the key management personnel of the charity, responsible for directing, controlling, running and operating the charity on a day to day basis. All directors give their time freely and no director received any remuneration during the year.

RISK REVIEW

Principal risks and uncertainties

A risk management strategy is in place that consists of an annual review document detailing the risks to the charity and the control measures to be taken. This is prepared by the management team and then reviewed, assessed, and minuted by the board of trustees. The board of trustees along with the head of operations, ensure the establishment and continuance of systems and procedures to mitigate those risks. Risks are continually monitored and updates given at quarterly Trustee meetings.

The trustees have identified two principal organisational risks, which have been mitigated for, and are sustainable income streams and personnel as described below:

Firstly, ensuring a consistent and reliable flow of income is crucial for the effective outworking of Fusion's mission. The trustees have mitigated this risk through rigorous budgeting and diversifying income streams. Primarily, this is mitigated through the partnership fundraising model (known as Ministry Partnership Development (MPD) within the charity). This is where ministry team members seek to raise 100% of their gross salary from individuals with whom they partner, spreading the risk of income loss across multiple sources, and increasing the number of directly invested stakeholders in the charity. Income generated through this model, alongside trust funds, Fusion Dinners, major donors and specific project funding campaigns, ensures sufficient funds for growing activities.

Secondly, the Trustees recognise that team turnover both on the board and staff team can lead to a lack of continuity and direction, as well as a loss of institutional knowledge. To mitigate against this risk area Fusion prioritises the development of a robust team culture. This involves clear and comprehensive job descriptions, ensuring role clarity for each team member. Where possible, Fusion is active in succession planning and knowledge sharing between roles. Additionally, Fusion has established mechanisms for identifying and managing unsatisfactory performance, enabling proactive measures to be taken.

PLANS FOR FUTURE PERIODS

Student Evangelism

Having received additional funding for the Fusion Student Evangelist Network, we have planned an extended ongoing programme of training, activation and input in the 2025/26 academic year, including a series of mission weekends run in partnership with local churches in cities across the nation. Our ambition is to grow the network to 250 students, and this network is a key way in which we are helping to catalyse confidence within the church for student evangelism. Following three years of the Worldview Survey, we have adapted the questions and format for 2025/26 to better serve evangelistic conversations, with a reduced emphasis on data collection and publication.

FUSION UK

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

PLANS FOR FUTURE PERIODS (continued)

Do It Again

Do It Again will be expanded to almost 30 locations in 2026, building on the success of last year and the closer friendship and stronger partnership we have built with UCCF and the other organisations involved. We will be submitting a joint funding application with UCCF to help cover the costs of the event and training for staff involved in hosting and organising. This continues to serve as a celebration of unity within the wider church and invites as many people as possible to pray for revival in our universities.

Fusion Gatherings

Our annual gathering will be held in Leicester in June, hosted in One Church Leicester. We intend to grow this gathering following selling out in 2025. We are also anticipating inviting some attendees from the wider Fusion Movement and nations. We are aiming to have 40 student workers join us for the Vanguard gathering, hosted again in November, this time at Highgate House in Northamptonshire. The Church Leader Forum will run again, this year in two locations, York and London, to enable a wider range of church leaders to attend from a diversified geography and church backgrounds. Following the Fusion days last year, our emphasis will shift to Wide Awake prayer and worship nights, which are better suited to the student timetable and for volunteers involved in student ministry too.

The Prayerstream Caravan

One major project that we will be planning this year is The Prayerstream Caravan, an initiative we will be running in partnership with 24-7 Prayer, refurbishing a vintage Airstream caravan as a mobile prayer room. It is intended that this caravan will tour every university location in the UK over three academic years, acting as a rallying point for churches and students to engage in prayerful mission, with creativity and unity at the heart of this. The caravan will not be on tour until the 2026/27 academic year, but the extensive fundraising and planning required to deliver this will take place this year.

Student Linkup

In addition to reviewing the summer 2025 pilot and implementing any recommended changes to the website and service, we are also planning to review our preparation for university resource suite. This will be done in consultation with youth workers and youth work organisations, as well as local churches and people who have used these resources previously. We want to provide the most effective tools possible for use by the local church in preparing their young people to be sent to university as missional disciples of Jesus. We will help organise Try Church freshers' fair stands again, aiming for 25 locations, inviting students to try church at university and running stands in partnership with local churches in each location.

Funding Streams

We are planning to run a larger Fusion dinner gathering in central London at the Mercers Hall in April, inviting over 100 people to celebrate with us and consider how they may partner with all that God is doing in the student generation. In addition to this, there are several trusts we will be receiving continued project-based funding, whilst we anticipate applying to new trusts where we have begun to build connections in the past few years. We are planning to revitalise our church giving strategy and a central donor fund too, with an expanded project team dedicating time to fundraising through different funding streams.

FUSION UK

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

Sending Pathways

Building on the activities of last year, this year we will continue to work closely with existing Fusion nations about how best we serve them and help provide resource and support where needed. In addition to this, following renewed connections with leaders in Denmark and Ireland, we will visit these nations to connect with churches and potential partners who have expressed interest in exploring conversations around Fusion in their nation and in receiving training from us. We are seeking to remain open and sensitive in conversations with other nations, whilst working on a clearer and sharper strategy for our sending pathways, both existing and new.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the year. In preparing those financial statements, the trustees are required to:

- a. select suitable accounting policies and apply them consistently;
- b. observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- c. make judgements and estimates that are reasonable and prudent;
- d. state whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements; and
- e. prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in operation.

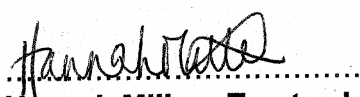
The trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

INDEPENDENT EXAMINER

Daniel Styles of Lifestyles Accountancy Limited has signified his willingness to continue in office and a resolution for his re-appointment will be proposed at the forthcoming annual general meeting.

This report was approved by the board of trustees on 12 January 2026 and signed on its behalf by:



Hannah Miller - Trustee board chair

FUSION UK

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF FUSION UK

FOR THE YEAR ENDED 31 AUGUST 2025

I report to the trustees on my examination of the financial statements of Fusion UK ('the charity') for the year ended 31 August 2025, which are set out on pages 13 to 23.

Responsibilities and basis of report

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

Having satisfied myself that the financial statements of the charity 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 the charity's financial statements 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

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake this examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements 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 financial statements 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.



.....
Daniel Styles FCA (Independent examiner)

Dated: 22 January 2026

for and on behalf of Lifestyles Accountancy Limited

39 Kirklees Road, Southport, PR8 4RB

FUSION UK

STATEMENT OF FINANCIAL ACTIVITIES (Incorporating Income and Expenditure Account)

FOR THE YEAR ENDED 31 AUGUST 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
INCOME					
Donations and similar income:					
Donations received	3	683,755	-	683,755	531,932
Income tax recoverable		75,289	-	75,289	70,547
Income from grant making trusts	4	5,500	130,000	135,500	71,013
Charitable activities:					
Training and conference fees		15,517	-	15,517	4,815
Sale of training materials		33,432	-	33,432	21,235
Investments					
Investment income	5	6,681	-	6,681	3,076
TOTAL INCOME		820,174	130,000	950,174	702,618
EXPENDITURE					
Raising funds	6	11,344	-	11,344	16,193
Charitable activities	7	814,977	70,250	885,227	672,348
Governance costs	8	1,046	-	1,046	4,370
TOTAL EXPENDITURE		827,367	70,250	897,617	692,911
NET INCOME FOR THE YEAR		(7,193)	59,750	52,557	9,707
NET MOVEMENT IN FUNDS		(7,193)	59,750	52,557	9,707
Fund balances at 1 September		255,541	6,022	261,563	251,856
Fund balances at 31 August		248,348	65,772	314,120	261,563

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 16 - 23 form part of these financial statements.

FUSION UK

BALANCE SHEET

AS AT 31 AUGUST 2025

	Notes	Total funds 2025 £	Total funds 2024 £
FIXED ASSETS			
Tangible assets	10	1,276	6,345
		<u>1,276</u>	<u>6,345</u>
CURRENT ASSETS			
Stocks of resources		18,538	24,153
Debtors and prepayments	11	6,109	19,882
Cash at bank and in hand		306,538	236,231
		<u>331,185</u>	<u>280,266</u>
CREDITORS: Amounts falling due within one year	12	18,341	25,048
NET CURRENT ASSETS		<u>312,844</u>	<u>255,218</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>314,120</u>	<u>261,563</u>
FUNDS			
Restricted funds		65,772	6,022
Unrestricted funds:	13		
General funds		248,348	255,541
TOTAL FUNDS		<u>314,120</u>	<u>261,563</u>

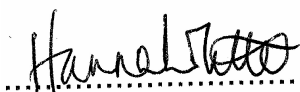
For the year ending 31 August 2025 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on 12 January 2026, and are signed on behalf of the board by:



Hannah Miller - Director

The notes on pages 16 - 23 form part of these financial statements.

FUSION UK

STATEMENT OF CASH FLOWS

AS AT 31 AUGUST 2025

	Notes	Total funds 2025 £	Total funds 2024 £
Net cash flow from operating activities	16	65,125	7,465
Cash flow from investing activities			
Payments to acquire tangible asstes		(1,499)	(830)
Interest received	5	6,681	3,076
Net cash flow from investing activities		5,182	2,246
Net increase / (decrease) in cash and cash equivalents		70,307	9,711
Cash and cash equivalents as at 1 September 2024		236,231	226,520
Cash and cash equivalents at 31 August 2025		306,538	236,231

The notes on pages 16 - 23 form part of these financial statements.

FUSION UK

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2025

1 GENERAL INFORMATION

Fusion UK is a company, limited by guarantee, incorporated in England and Wales under the Companies Act 2006 and Charities Act 2011. The address of the registered office is provided in the Legal and Administration details on page 1. Details of the charity's operations are provided in the Trustees Report starting at page 3.

2 ACCOUNTING POLICIES

a Basis of preparation

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared on a going concern basis, under the historical cost convention and include the results of the charity which are described in the Trustees Report and all of which are continuing. The financial statements are prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

b Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and the amount can be measured reliably.

When donors specify that donations and grants, including capital grants, are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

c Expenditure

Liabilities are recognised on the accruals basis. Expenditure is recognised in the period in which it is incurred and includes any attributable VAT which cannot be recovered. Costs which are identified as relating to restricted activities are allocated directly to those activities. Costs which relate to the general running of the charity are allocated against unrestricted funds, and within the Statement of Financial Activities these expenses are shown as costs of generating funds and costs in furtherance of charitable objects.

d Fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised and are stated at cost less depreciation. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life as follows:

Leasehold improvements	- straight line over the period of the lease
Computer equipment	- straight line over 3 years

FUSION UK

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

2 ACCOUNTING POLICIES (continued)

e Investments

Investments are included at market value and any unrealised gains and losses recognised in the Statement of Financial Activities as they occur.

f Stocks of resources

Stocks of resources are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads where relevant.

g Fund accounting

Unrestricted funds are those which are not subject to any special restrictions and they can be used as the trustees decide. Designated funds are part of unrestricted funds and are amounts the trustees have set aside to cover particular expenditure.

Restricted funds are those where the donor has imposed restrictions on how the fund may be used, but which do not prevent the fund being spent.

h Taxation

As a registered charity, the company is exempt from income and corporation tax to the extent that its income and gains are applicable to charitable purposes only. Value added tax is not recovered by the charity, and as such is included in the relevant costs in the Statement of Financial Activities.

i Pension scheme

The charity operates a defined contribution scheme for certain employees. The assets of the scheme are administered by trustees in a fund independent from those of the charity.

j Limited by guarantee

The charity is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

3 DONATIONS RECEIVED

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Individuals	536,518	-	536,518	442,765
Churches	94,871	-	94,871	76,701
Other organisations	23,107	-	23,107	12,466
Legacies	29,259	-	29,259	-
	683,755	-	683,755	531,932

FUSION UK

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

4 INCOME FROM GRANT MAKING TRUSTS

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Trusts and organisations	5,500	130,000	135,500	71,013
	<u>5,500</u>	<u>130,000</u>	<u>135,500</u>	<u>71,013</u>

5 INVESTMENT INCOME

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Interest on cash deposits	6,681	-	6,681	3,076
	<u>6,681</u>	<u>-</u>	<u>6,681</u>	<u>3,076</u>

6 COST OF RAISING FUNDS

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Publicity costs	11,344	-	11,344	16,193
	<u>11,344</u>	<u>-</u>	<u>11,344</u>	<u>16,193</u>

FUSION UK

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

7 COST OF CHARITABLE ACTIVITIES

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Resources	10,449	10,000	20,449	19,281
Events	57,958	-	57,958	33,667
Salaries and other staff costs	583,794	37,750	621,544	503,386
Travel and other staff expenses	89,076	-	89,076	49,127
Premises costs	19,628	-	19,628	11,305
Telephone and communications	14,748	22,500	37,248	21,861
Electronic media and computers	7,715	-	7,715	7,179
Other office costs	25,041	-	25,041	20,475
Depreciation	6,568	-	6,568	6,067
	814,977	70,250	885,227	672,348

8 GOVERNANCE COSTS

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Independent examination	1,046	-	1,046	1,046
Legal and sundry governance	-	-	-	3,324
	1,046	-	1,046	4,370

9 STAFF COSTS

No remuneration or expenses were paid to trustees during the year (2024 - £nil). The staff costs of all the remaining staff totalled:

	2025 £	2024 £
Wages and salaries	545,811	443,628
Social security costs	39,712	28,720
Pension costs - Defined contribution	36,021	31,038
	621,544	503,386

No single employee earned £60,000 per annum or more during the year (2024 - none).

FUSION UK

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

9 STAFF COSTS (continued)

The average number of staff employed by the charity during the year was as follows:

	2025	2024
Direct charitable work	17	14
Administration	4	4
	<u>21</u>	<u>18</u>

Included within the above, the total amount of employee benefits received by key management personnel was:

	2025 £	2024 £
Wages and salaries	129,639	149,242
National Insurance costs	15,562	16,007
Pension costs - Defined contribution	10,782	11,331
	<u>155,983</u>	<u>176,580</u>

The trustees consider that the key management personnel within the charity are the staff with the following roles: the head of operations; national team lead and movement leader.

10 TANGIBLE FIXED ASSETS

	Leasehold improvements £	Office and computer equipment £	Total £
Cost			
At 1 September 2024	40,539	6,611	47,150
Additions	-	1,499	1,499
At 31 August 2025	<u>40,539</u>	<u>8,110</u>	<u>48,649</u>
Depreciation			
At 1 September 2024	34,747	6,058	40,805
Charge for year	5,792	776	6,568
At 31 August 2025	<u>40,539</u>	<u>6,834</u>	<u>47,373</u>
Net book value			
At 31 August 2025	<u>-</u>	<u>1,276</u>	<u>1,276</u>
At 1 September 2024	<u>5,792</u>	<u>553</u>	<u>6,345</u>

FUSION UK

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

11 DEBTORS AND PREPAYMENTS

	2025 £	2024 £
Income tax recoverable	4,000	18,122
Other debtors and prepayments	2,109	1,760
	6,109	19,882

12 CREDITORS: Amounts falling due within one year

	2025 £	2024 £
Taxation and social security	11,484	5,487
Accruals	1,046	14,646
Other creditors	5,811	4,915
	18,341	25,048

13 ANALYSIS OF FUNDS

	Balance at 1 Sep	Incoming resources	Outgoing resources	Balance at 31 Aug
Unrestricted funds:				
General funds	255,541	820,174	827,367	248,348
Restricted funds:				
Fusion Ireland	6,022	-	-	6,022
Silas Trust	-	25,000	25,000	-
Benefact Trust	-	10,000	10,000	-
Magnify Foundation	-	30,000	18,000	12,000
Lancaster Foundation	-	15,000	12,750	2,250
The Silas Trust	-	25,000	-	25,000
The Jerusalem Trust	-	15,000	4,500	10,500
Vardy Foundation	-	10,000	-	10,000
	6,022	130,000	70,250	65,772
Total funds:	261,563	950,174	897,617	314,120

Fusion Ireland: A grant was received from WCFI designated toward the setup costs of Fusion in Ireland and is expected to be utilised in the year ahead.

Others: All other restricted funds represent restricted grants for the production of specific digital assets.

FUSION UK

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

14 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total funds £
Tangible fixed assets	1,276	-	1,276
Net current assets	247,072	65,772	312,844
	<u>248,348</u>	<u>65,772</u>	<u>314,120</u>

15 GROSS OBLIGATIONS UNDER OPERATING LEASING AGREEMENTS

As at 31 August 2025, the charity had annual commitments under non-cancellable leases as follows:

	2025 £	2024 £
No later than one year	-	-
Later than one year but not later than 5 years	-	-
	<u>-</u>	<u>-</u>

FUSION UK

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

16 RECONCILIATION OF NET INCOME / (EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net income for the year	52,557	9,707
Interest receivable	(6,681)	(3,076)
Depreciation and impairment of tangible fixed assets	6,568	6,066
(Increase) / decrease in stock	5,615	4,054
(Increase) / decrease in debtors	13,773	(11,514)
Increase / (decrease) in creditors	(6,707)	2,227
Net cash flow from operating activities	<u>65,125</u>	<u>7,465</u>

17 RELATED PARTY TRANSACTIONS

The trustees confirm that there were no known related party transactions that took place during the year (2024 - none).