

**Charity Registration No. 1140525**

**Company Registration No. 07371445 (England and Wales)**

**ARTS AT THE OLD FIRE STATION  
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 SEPTEMBER 2017**

# ARTS AT THE OLD FIRE STATION

## LEGAL AND ADMINISTRATIVE INFORMATION

---

**Trustees**

T L Bedford  
A Fairweather - Tall  
K D Felton  
J Foster  
M Ounsley  
S E W Raikes  
S J Spafford  
J P R Walmsley  
K Valkeinen

(Appointed 12 September  
2017)

Dr C J Wright

**Secretary**

M Turner

**Charity number**

1140525

**Company number**

07371445

**Registered office**

40 George Street  
Oxford  
OX1 2AQ

**Independent examiner**

Richardsons  
30 Upper High Street  
Thame  
Oxfordshire  
OX9 3EZ

---

# ARTS AT THE OLD FIRE STATION

## CONTENTS

---

	<b>Page</b>
Trustees' report	1 - 6
Independent examiner's report	7
Statement of financial activities	8
Balance sheet	9
Notes to the accounts	10 - 18

---

# ARTS AT THE OLD FIRE STATION

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 SEPTEMBER 2017

---

The trustees present their report and accounts for the year ended 30 September 2017.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charitable company's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016)

### Objectives and activities

The Objects of the Charity are, for the public benefit, to advance education in the arts in Oxford by the provision and management of an arts facility called The Old Fire Station.

The aims of the Charity, within the context of these purposes, are to focus on four things:

- **Great art for the public:** We want our reputation to be good quality art aimed at adults which takes a risk, asks a question and entertains. We want our audiences to have fun and be open to new ideas and different people.
- **Professional development of artists:** We support local early- to mid-career artists from all disciplines with advice, subsidy, networks and promotion to help them become more successful.
- **Building the confidence and skills of homeless people:** We help homeless people choose their own labels by including them as audience, participant, trainee, volunteer, contributor or artist. This helps develop networks, build resilience and leads to more stable lives.
- **A new kind of public space:** We offer a public space which is shared by very different people and which helps to break down barriers and promote solidarity.

We work in close collaboration with the homelessness charity, Crisis, with whom we share the building.

The core activities of the charity are:

- providing space for artists and companies to meet, rehearse, make or showcase work in workshops, studios, the theatre and the gallery;
- selling handmade art and craft;
- organising and supporting activities which enable artists to experiment and share ideas;
- enabling teachers to offer artistic classes to the public;
- enabling homeless people to learn skills and develop networks that promote resilience;
- producing exhibitions and performances for the public to enjoy;
- offering a shared public space in collaboration with the charity Crisis;
- developing and evaluating an innovative model designed to promote access to and participation in high quality artistic experiences.

# ARTS AT THE OLD FIRE STATION

## TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 SEPTEMBER 2017

---

### **Achievements and performance**

#### **Great art for the public**

Our offer to the public continues to develop. As well as our eclectic programme of comedy, contemporary theatre, music, dance, exhibitions, workshops and debates, we co-produced a performing arts festival called Offbeat for a second year with Oxford Playhouse (72 productions over 10 days plus a music programme in partnership with BBC Introducing) and produced our own Christmas show for adults for the first time (30 *Christmases* by Jonny Donahoe). Our highest profile exhibition was of portrait photographs by Kazem Hakimi (*Portraits from a Chip Shop*) in collaboration with Modern Art Oxford. Our Marmalade festival, co-produced with the Centre for Innovation and Voluntary Action, attracted the support of the Skoll Foundation and included contributions from Darren Henley (CEO of Arts Council England) and Moira Sinclair (CEO of Paul Hamlyn Foundation). We continue to be active members of the City Council's strategic Cultural Partnership Group and a local *What Next?* chapter (part of a national network of arts organisations).

Over the past year we have continued to attract different audiences and to evolve levels of participation for artists, homeless people and the general public. We presented 231 shows in our theatre (232 in 15/16) involving 160 visiting companies (142 in 15/16) and 41 artist sharing events (32 in 15/16). We have shown 19 exhibitions across various spaces (18 in 15/16) involving 60 artists (30 in 15/16) and currently have the work of 97 makers in our shop (98 in 15/16). We have increased participation in craft based workshops and talks and we hosted over 1134 dance classes over the year. We recruited 62 new non-homeless volunteers over the year (51 in 15/16) of whom 18 were on the rota in September 2017.

We have secured project grants from Arts Council England, and strong partnerships with experienced local organisations to help us produce and programme high quality work. Our audiences are increasing; occupancy rates for ticketed shows grew to an average of 71% (67% in 15/16) though shop/gallery sales decreased to £40,110 (£45,108 in 15/16). We need to reach out to more diverse audiences and have developed an equalities and diversity action plan which looks at the programme, our audiences, staff, volunteers and trustees. We are presenting more work by artists from Black, Asian and Minority Ethnic communities and by disabled people.

We now have a growing enthusiastic audience, strong partnerships with other cultural organisations, interest from some of the best small-scale, national touring companies and artists, and are regarded locally as significant strategic contributors.

#### **Professional Development of Artists**

We continue to host Dance, Comedy and Theatre Scratch Nights as well as opportunities for sharing work for visual artists and musicians. We provide studio space and mentoring support to 6 artists and we give early- to mid- career artists opportunities to exhibit, sell and perform. We provide a venue for over 20 dance teachers to run classes for the public and we support new companies to show their work. This year we have supported and promoted a new theatre company (Human Story) and we host networks such as Oxfordshire Theatre Makers and Oxford Dance Forum. 120 artists, across disciplines, shared work at a scratch event (69 in 15/16) and our studio artists have collaborated to exhibit in the building.

We have supported 'outsider' and untrained artists to show high-quality work including two Crisis clients exhibiting work for the first time. Through our Offbeat festival we enabled 382 individual theatre makers to showcase work new to Oxford. 25% of the productions were by Oxfordshire companies. In 2018, we will extend Offbeat by including the Oxford Playhouse main stage and build in more professional development support.

We have become a hub for artists to network, share ideas and showcase work and we regularly show work across forms by early- to mid-career artists.

# ARTS AT THE OLD FIRE STATION

## TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 SEPTEMBER 2017

---

### **Building the confidence and skills of homeless people**

Our programme allows for participation on a number of levels. For example Crisis clients can see theatre shows for free and last year 177 complimentary tickets were taken up (115 in 15/16) by 53 people. Our Arts Training Scheme is developing – enabling Crisis clients to gain transferable skills through work placements and 12 trainees joined the scheme over the year (7 in 15/16). We have introduced opportunities for trainees to work towards RARPA certification (Recognising and Rewarding Personal Achievement). In the past year, 14 new Crisis clients volunteered as part of the Front of House usher team (6 in 15/16) with an average of 3 volunteering in each month.

We also offer creative opportunities. In partnership with Crisis colleagues we have supported an Artist in Residence to work with clients. 32 people have attended artists in residence workshops and learnt new skills including print making and 16 have attended public arts workshops and gallery talks. 8 Crisis clients have exhibited their work in the building with extensive support from our Visual Arts Team to get their work exhibition ready. We also continue to provide opportunities for co-creating work. We have just completed our large Hidden Spire project – 52 people took part in the creation of the show from writing, set and costume creation to performing and volunteering Front of House on show nights. We are currently evaluating the project and are in the process of fundraising for our next collaborative project to deepen levels of participation even further. A total of 113 Crisis clients participated in our activities over the year.

By becoming involved in our arts centre, people facing severe disadvantage can find a new positive identity as audience member, trainee, volunteer, contributor or artist. This helps to build resilience and develop networks. One Crisis client has joined our Board of Trustees.

With the support of the Big Lottery Fund we have created a new role of Participation Coordinator enabling us to deepen engagement and monitor and evaluate our work more effectively. This role is leading the development of a participation strategy which will allow us to more publicly articulate how and why we do this work.

### **A new kind of public space**

Our growing reputation means that increasing numbers of people are visiting the building to attend classes and workshops and see shows and exhibitions. The Crisis café is also attracting increased footfall and our evening bar is becoming more established. At the same time, the number of homeless people in Oxford is increasing so more people in greater need are seeking help from Crisis. This means that the building is accommodating more and more people from increasingly diverse backgrounds. Thanks to a Grants Plus award from the Esmée Fairbairn Foundation, we commissioned research into how homeless people experience the various spaces in the building. This has helped us think through how we make our building welcoming and inclusive. We have now entered an alliance with Lankelly Chase Foundation to investigate further how our model can inform the practice of others that manage public spaces.

Over the past six years we have created a public space which is shared by very different people and we believe this makes a positive contribution to social inclusion. Our independent evaluators, Liz Firth and Anne Pirie, will be leading a new evaluation pilot in 2018. This will use a methodology called Most Significant Change and will help us better understand what changes take place for those that use the building.

### **Looking Forward**

In 2017/18, we expect to build on our reputation as the "go-to" Oxford venue for small-scale work across diverse art forms. We will also produce more exciting art work and events, attract bigger and more diverse audiences with more people participating, and engage more homeless people in deeper ways. Thanks to the support of our core funders - which include Paul Hamlyn Foundation, Monument Trust and Oxford City Council as well as those already mentioned above – we are now in a position to develop a sustainable business model for the long term.

# ARTS AT THE OLD FIRE STATION

## TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 SEPTEMBER 2017

---

### **Financial review**

#### **Financial Position**

In accordance with the charity's Memorandum and Articles of Association, all surpluses are applied solely towards the promotion of activities of the charity. Turnover in the year was £687,352– a significant increase on the previous year (£517,644). This increase is largely due to a series of core grants being recognised in full in the year. The balance for unrestricted funds at the end of the year was £116,485. The balance of restricted funds at the end of the year were nil as the income from grants for the year was fully spent on specified projects.

Several major national Foundations extended their commitment to contribute funding to the charity during the year. These include Esmée Fairbairn Foundation, Monument Trust, Lankelly Chase Foundation and Tudor Trust. Oxford City Council has also continued to support the charity with funding and in-kind contributions. During the year a three-year grant was secured from Paul Hamlyn Foundation and we entered our second year of funding from the Big Lottery Fund. Arts Council England has also supported the Offbeat Festival, the *Hidden Spire* project, the *30 Christmases* show, our new *Working Christmas* show for 2017 and, via the artist, the *Kazem Hakimi: Portraits from a Chip Shop* exhibition. Support from the Arts Council England Catalyst (Evolve) Scheme has enabled us to focus more on developing individual and corporate donors.

Trustees agreed to invest in a new full-time Development Officer role to support the Director with the development and implementation of a fundraising strategy.

#### **Reserves policy**

The charity's reserves policy is designed to reflect the underlying risks facing the charity and to ensure that it has an appropriate level of reserves to safeguard its operations and services. Where appropriate, Arts at the Old Fire Station holds restricted funds in accordance with donors' requirements. The trustees have considered the minimum level of free reserves, i.e. excluding restricted funds, required to support the charity's operations. Relevant factors include projected financial performance including cash flow requirements, the extent to which multi-year grant payments received relate to subsequent years' expenditure and an assessment of the risks to the charity's income streams.

Following this review, the trustees have determined that the required level of free reserves at the end of the financial year is a minimum of £150,000. The charity's free reserves are currently lower than the desired level, at £102,246. The shortfall is considered acceptable in the context of the assumptions and future grant income secured. The trustees plan to continue to focus on seeking external funding for core costs, in particular multi-year awards from significant funders. In addition, income from individual donors, artistic productions and commercial activity will be further developed whilst maintaining tight control over expenditure. The reserves requirement and underlying factors are considered annually and the minimum reserves requirement is, therefore, expected to change over time.

#### **Risks**

The trustees has assessed the major risks to which the charitable company is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

# ARTS AT THE OLD FIRE STATION

## TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 SEPTEMBER 2017

---

Systems include:

- plans and budgets which are approved by the Trustees
- regular consideration by the Trustees of financial results, variance from budgets, non-financial performance indicators and benchmarking reviews
- in depth review of financial performance and risk by the Treasurer
- identification and management of risks.

The charity's approach to risk management includes the rating of identified risks according to the likelihood and impact of the risk occurring. Mitigating controls have been identified and, where further action is required, deadlines and responsibilities assigned. Those activities with higher risk ratings are prioritised. The risk register is reviewed annually by the Board of Trustees.

The main risks facing Arts at the Old Fire Station have been identified as failure to meet fundraising or business income targets and loss of key staff at this early stage of development. Trustees note that there is a small but growing risk regarding the long-term use of the building as the current lease with the City Council expires in 19 years. Business interruption due to data insecurity is also a small but growing risk given the rapidly changing external environment.

### Structure, governance and management

#### Status

Arts at the Old Fire Station is a registered charity (no. 1140525) and a company limited by guarantee (no.07371445) with its own constitution - the 'Memorandum and Articles of Association'. The Trustees of Arts at the Old Fire Station are responsible for overseeing the management and administration of the charity and have ultimate responsibility for the charity's activities. The Trustees are also the Directors of the company.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

T L Bedford

A Fairweather - Tall

K D Felton

J Foster

M Ounsley

S E W Raikes

S J Spafford

P J Taylor

(Resigned 14 February 2017)

J P R Walmsley

K Valkeinen

(Appointed 12 September 2017)

Prof S Whatley

(Resigned 12 September 2017)

Dr C J Wright

#### Directors

Arts at the Old Fire Station has a Board of Trustees on which there can be a minimum of three and a maximum of twelve Trustees. They are appointed on the basis of the expertise and experience that they can bring to the running and development of the company. New Trustees are identified through both professional and other contacts and by advertisement. Each year one third of Trustees retire by rotation (those longest serving) but each is able to put themselves forward for re-election if they wish. Two Trustees, as listed below, resigned during the accounting period and one new Trustee was appointed to the Board. In addition, Peter McQuitty, Corporate Lead for Culture and Events at Oxford City Council, attends most meetings as an observer. Keith Felton is a member of the Crisis senior management team. Arts at the Old Fire Station is a sub-tenant of Crisis. No rental costs were charged by Crisis as the costs are covered by a grant to Crisis from Oxford City Council. Crisis also provides administrative services to the Arts on a full cost recovery basis. The founding chair, Jennie Walmsley, is expecting to leave the Board in September 2018 after eight years. Trustees will be seeking to recruit a new Chair during the forthcoming year.



# ARTS AT THE OLD FIRE STATION

## TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 SEPTEMBER 2017

---

### Structure

The Board of Trustees meet at least twice a year but usually every two months. Day-to-day responsibility is delegated to paid staff with support from particular Trustees in specific areas, whilst strategic/policy decisions are taken by the Board. At 30th September 2017, the charity employed 13 full-time equivalent permanent staff and a further 10 part-time casual staff. The Executive Director is Jeremy Spafford, the Deputy Director is Rebecca Vallins and the General Manager is Matthew Turner.

The trustees' report was approved by the Board of Trustees.

.....  
**Dr C J Wright**

Trustee

Dated: .....

# ARTS AT THE OLD FIRE STATION

## INDEPENDENT EXAMINER'S REPORT

### TO THE TRUSTEES OF ARTS AT THE OLD FIRE STATION

---

I report to the trustees on my examination of the accounts of Arts at the Old Fire Station (the charitable company) for the year ended 30 September 2017.

#### **Responsibilities and basis of report**

As the trustees of the charitable 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 charitable 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 the charitable company's accounts carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

#### **Independent examiner's statement**

Since the charitable company'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 the 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 that in any material respect:

- 1 accounting records were not kept in respect of the charitable 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.

Jemima King ACA  
Richardsons  
30 Upper High Street  
Thame  
Oxfordshire  
OX9 3EZ

Dated: .....

# ARTS AT THE OLD FIRE STATION

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 30 SEPTEMBER 2017

---

	Notes	Unrestricted funds £	Restricted funds £	Total 2017 £	Total 2016 £
<b><u>Income from:</u></b>					
Donations and legacies	3	277,607	218,492	496,099	339,582
Other trading activities	4	191,116	-	191,116	177,720
Investments	5	137	-	137	342
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Total income</b>		468,860	218,492	687,352	517,644
		<hr/>	<hr/>	<hr/>	<hr/>
<b><u>Expenditure on:</u></b>					
Raising funds	6	100,254	8,732	108,986	55,040
		<hr/>	<hr/>	<hr/>	<hr/>
Charitable activities	7	318,786	209,760	528,546	427,595
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Total resources expended</b>		419,040	218,492	637,532	482,635
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Net income for the year/ Net movement in funds</b>		49,820	-	49,820	35,009
		<hr/>	<hr/>	<hr/>	<hr/>
Fund balances at 1 October 2016		66,665	-	66,665	31,656
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Fund balances at 30 September 2017</b>		116,485	-	116,485	66,665
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# ARTS AT THE OLD FIRE STATION

## BALANCE SHEET

AS AT 30 SEPTEMBER 2017

	Notes	2017 £	£	2016 £	£
<b>Fixed assets</b>					
Tangible assets	10		14,239		5,892
<b>Current assets</b>					
Stocks	11	6,566		4,891	
Debtors	12	39,705		42,158	
Cash at bank and in hand		225,635		173,929	
		<u>271,906</u>		<u>220,978</u>	
<b>Creditors: amounts falling due within one year</b>	13	(169,660)		(160,205)	
Net current assets			<u>102,246</u>		<u>60,773</u>
<b>Total assets less current liabilities</b>			<u><u>116,485</u></u>		<u><u>66,665</u></u>
<b>Income funds</b>					
Unrestricted funds			<u>116,485</u>		<u>66,665</u>
			<u><u>116,485</u></u>		<u><u>66,665</u></u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 30 September 2017. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these accounts.

The trustees' responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for 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 incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

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

The accounts were approved by the Trustees on .....

.....  
Dr C J Wright  
Trustee

Company Registration No. 07371445

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2017

---

### 1 Accounting policies

#### Charity information

Arts at the Old Fire Station is a private company limited by guarantee incorporated in England and Wales. The registered office is 40 George Street, Oxford, OX1 2AQ.

#### 1.1 Accounting convention

The accounts have been prepared in accordance with the charitable company's Memorandum of Articles, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The charitable company is a Public Benefit Entity as defined by FRS 102.

The charitable company has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The accounts are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

At the time of approving the accounts, the trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the accounts.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

#### 1.4 Incoming resources

Income is recognised when the charitable company is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charitable company has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charitable company has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2017

---

### 1 Accounting policies

(Continued)

#### 1.5 Resources expended

Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the charity to the expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the charity. Where costs can not be directly attributed to particular heading they have been allocated to activities on a basis consistent with the use of resources.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Plant and equipment	33% straight line basis
Fixtures and fittings	25% straight line basis
Computers	33% straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

#### 1.7 Impairment of fixed assets

At each reporting end date, the charitable company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

#### 1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

#### 1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2017

---

### 1 Accounting policies

(Continued)

#### Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

#### Derecognition of financial liabilities

Financial liabilities are derecognised when the charitable company's contractual obligations expire or are discharged or cancelled.

#### 1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

### 2 Critical accounting estimates and judgements

In the application of the charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2017

### 3 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2017	Total 2016
	£	£	£	£
Donations and gifts	277,607	218,492	496,099	339,582
<b>For the year ended 30 September 2016</b>	<b>274,639</b>	<b>64,943</b>		<b>339,582</b>
<b>Donations and gifts</b>				
Arts Council England	-	66,803	66,803	25,122
Big Lottery Fund	-	96,092	96,092	35,480
CIVA	-	23,479	23,479	30,091
Esmee Fairbairn Foundation	50,000	-	50,000	37,150
Lankelly Chase Foundation	50,000	10,185	60,185	51,250
Monument Trust	30,000	-	30,000	50,000
Oxford City Council	31,134	7,710	38,844	38,695
The Tudor Trust	25,000	-	25,000	26,518
Paul Hamlyn Foundation	70,000	-	70,000	-
Kazem Hakimi	-	14,223	14,223	-
Sponsorship	1,250	-	1,250	-
Donations	17,673	-	17,673	32,627
Other	2,550	-	2,550	12,649
	<u>277,607</u>	<u>218,492</u>	<u>496,099</u>	<u>339,582</u>

### 4 Other trading activities

	2017	2016
	£	£
Product Sales	66,184	66,661
Venue and equipment hire	74,222	89,826
Fundraising events	4,257	700
Catering	-	580
Services	1,120	347
Ticket sales	45,583	13,809
Service recharge	(250)	5,797
Other trading activities	<u>191,116</u>	<u>177,720</u>



# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2017

### 5 Investments

	2017	2016
	£	£
Interest receivable	137	342
	<u>137</u>	<u>342</u>

### 6 Raising funds

	Unrestricted funds	Restricted funds	Total 2017	Total 2016
	£	£	£	£
<u>Fundraising and publicity</u>				
Hospitality	1,451	1,383	2,834	944
Advertising	9,931	3,408	13,339	5,972
Other fundraising costs	4,375	-	4,375	1,778
	<u>15,757</u>	<u>4,791</u>	<u>20,548</u>	<u>8,694</u>
<u>Trading costs</u>				
Cost of Sales	84,497	3,941	88,438	46,346
	<u>100,254</u>	<u>8,732</u>	<u>108,986</u>	<u>55,040</u>
<b>For the year ended 30 September 2016</b>				
Fundraising and publicity	7,864	830		8,694
Trading costs	46,346	-		46,346
	<u>54,210</u>	<u>830</u>		<u>55,040</u>

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2017

### 7 Charitable activities

	2017 £	2016 £
Staff costs	360,744	285,898
Equipment hire	9,334	2,067
Bad debts	4,582	980
Bank charges and loan interest	3,324	2,715
Consultancy, artist and professional fees	23,635	40,171
Depreciation	5,943	3,092
Licences and insurance	6,018	3,731
Premises	59,989	56,404
Printing postage and stationery	13,729	12,454
Repairs and maintenance	9,945	7,235
Expenses	1,422	2,084
Telephone and IT expenses	20,236	926
Travel and subsistence	5,921	5,621
Subscriptions	3,724	2,117
	<u>528,546</u>	<u>425,495</u>
Share of support costs (see note )	-	2,100
	<u>528,546</u>	<u>427,595</u>
<b>Analysis by fund</b>		
Unrestricted funds	318,786	
Restricted funds	209,760	
	<u>528,546</u>	
<b>For the year ended 30 September 2016</b>		
Unrestricted funds		363,482
Restricted funds		64,113
		<u>427,595</u>

### 8 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charitable company during the year, for performing their duties as trustees and directors. They are entitled to claim legitimate expenses incurred on behalf of the charity.

Trustees' expenses of £168 were paid for the year ended 30 September 2017 (2016: 153).

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2017

### 9 Employees

#### Number of employees

The average monthly number employees during the year was:

2017 Number	2016 Number
26	21
<u>26</u>	<u>21</u>

#### Employment costs

	2017 £	2016 £
Wages and salaries	336,359	267,481
Social security costs	24,385	18,417
	<u>360,744</u>	<u>285,898</u>

### 10 Tangible fixed assets

	Plant and equipment £	Fixtures and fittings £	Computers £	Total £
<b>Cost</b>				
At 1 October 2016	1,264	8,467	4,004	13,735
Additions	-	2,505	11,785	14,290
	<u>1,264</u>	<u>10,972</u>	<u>15,789</u>	<u>28,025</u>
At 30 September 2017	1,264	10,972	15,789	28,025
	<u>1,264</u>	<u>10,972</u>	<u>15,789</u>	<u>28,025</u>
<b>Depreciation and impairment</b>				
At 1 October 2016	246	5,205	2,392	7,843
Depreciation charged in the year	421	2,383	3,139	5,943
	<u>667</u>	<u>7,588</u>	<u>5,531</u>	<u>13,786</u>
At 30 September 2017	667	7,588	5,531	13,786
	<u>667</u>	<u>7,588</u>	<u>5,531</u>	<u>13,786</u>
<b>Carrying amount</b>				
At 30 September 2017	597	3,384	10,258	14,239
	<u>597</u>	<u>3,384</u>	<u>10,258</u>	<u>14,239</u>
At 30 September 2016	1,018	3,262	1,612	5,892
	<u>1,018</u>	<u>3,262</u>	<u>1,612</u>	<u>5,892</u>

### 11 Stocks

	2017 £	2016 £
Finished goods and goods for resale	6,566	4,891
	<u>6,566</u>	<u>4,891</u>

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2017

### 12 Debtors

	2017	2016
	£	£
<b>Amounts falling due within one year:</b>		
Trade debtors	21,857	35,106
Other debtors	3,122	1,374
Prepayments and accrued income	14,726	5,678
	<u>39,705</u>	<u>42,158</u>

### 13 Creditors: amounts falling due within one year

	2017	2016
	£	£
Trade creditors	37,122	19,420
Other creditors	578	2,559
Accruals and deferred income	131,960	138,226
	<u>169,660</u>	<u>160,205</u>

Included in deferred income were the following grants:

	2017	2016
	£	£
Big Lottery Fund	14,691	14,532
Big Lottery Fund - Building Capabilities	-	8,583
Oxford City Council - Hidden Spire	6,211	13,921
Crisis - Hidden Spire	10,000	-
Arts Council England - Hidden Spire	9,781	14,748
Arts Council England - 30 Christmases	-	12,899
Arts Council England - Catalyst	26,913	41,325
Arts Council England - Working Christmas	9,059	-
Backstage Trust/Garrick Trust/Golsoncott - 30 Christmases 17	2,000	-
Oxford Brookes University	1,360	1,360
	<u>80,015</u>	<u>107,368</u>

### 14 Retirement benefit schemes

#### Defined contribution schemes

The charitable company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £2,834 (2016: £944).

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2017

---

### 15 Related party transactions

There were no disclosable related party transactions during the year (2016: none).

#### Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2017 £	2016 £
Aggregate compensation	43,000	40,400