

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 2021**

# ARTS AT THE OLD FIRE STATION

## LEGAL AND ADMINISTRATIVE INFORMATION

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|                             |  |                               |
|-----------------------------|--|-------------------------------|
| <b>Trustees</b>             | J A Baldwin  |                               |
|                             | C Boon   |                               |
|                             | Dr A Fairweather-Tall  |                               |
|                             | G B J Gadney   |                               |
|                             | V J R Graham   |                               |
|                             | L Herman   | (Appointed 14 September 2021) |
|                             | W L W W Mangua   |                               |
|                             | T D Rossington   |                               |
|                             | B R Theakston  |                               |
|                             | K Valkeinen  |                               |
|                             | J Vanderhyde   | (Appointed 14 September 2021) |
| <b>Secretary</b>            | R K Vallins  |                               |
| <b>Charity number</b>       | 1140525  |                               |
| <b>Company number</b>       | 07371445   |                               |
| <b>Registered office</b>    | 40 George Street<br>Oxford<br>OX1 2AQ                                  |                               |
| <b>Independent examiner</b> | Richardsons<br>30 Upper High Street<br>Thame<br>Oxfordshire<br>OX9 3EZ |                               |

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# ARTS AT THE OLD FIRE STATION

## CONTENTS

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|                                   | <b>Page</b> |
|-----------------------------------|-------------|
| Trustees' report                  | 1 - 8       |
| Independent examiner's report     | 9           |
| Statement of financial activities | 10          |
| Balance sheet                     | 11          |
| Notes to the financial statements | 12 - 21     |

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# ARTS AT THE OLD FIRE STATION

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 SEPTEMBER 2021

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The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements for the year ended 30 September 2021.

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.

Over the past year, we have reviewed the aims of the company, within the context of these purposes.

Our mission is closely aligned to Arts Council England's Let's Create Strategy, Oxford City Council's Corporate Priorities for the City and the strategies of the national Foundations that support us.

The Old Fire Station is a centre for creativity in Oxford housing two organisations: the homelessness charity Crisis and Arts at the Old Fire Station (AOFS). We share our building.

AOFS encourages people from all backgrounds to understand and shape the world in which we live through stories, creativity and the arts, and by connecting with others.

ART IS FOR EVERYONE. EVERYONE HAS POTENTIAL.

### **What we do**

#### **Produce and present across art forms**

We want our reputation to be good quality art, in person and online, which is aimed at adults, takes a risk, asks questions and entertains. We want our audiences to have fun and be open to new ideas and different people.

#### **Help people to be creative**

We want people to be able to write, sing, draw, devise, design, perform, move, make, imagine, play and create – physically and online – individually or with others and to a high standard. Creativity includes artistic practice but also extends to technology and science and imaginative thinking. We want people to tell their own stories using the medium that works best for them.

#### **Support artists**

We want early to mid-career artists from all disciplines to have access to the advice, networks and promotion they need to develop their practice as creatives and as facilitators of other people's creativity.

#### **Include people facing tough times because of disadvantage**

We share our building with the homelessness charity, Crisis. Through this partnership, we offer people who are homeless space to define themselves and choose their own labels by including them in the running of the centre. We also seek to include others who are socially isolated and disadvantaged. We do not focus on homelessness. We focus on what people who face disadvantage can offer.

#### **Work with communities across Oxford**

With Crisis, we offer a public space which is shared by very different people and helps to break down barriers and promote solidarity in Oxford. We also work through partnerships beyond our building with different communities around Oxford.

# ARTS AT THE OLD FIRE STATION

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

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### What we consider in everything we do

#### **Face the Climate Emergency**

This means working with others to

- educate ourselves about the emergency,
- take practical steps to reduce carbon emissions,
- use our creativity to help our community face the challenges ahead.

#### **Unlearn Discrimination**

This means working with others to

- educate ourselves about racism and other forms of discrimination in cultural organisations (especially with regards to disability and class),
- take practical steps to become more representative of diverse communities,
- use our creativity to explore diverse culture and challenge ignorance or abuse.

#### **Be human friendly**

This means working with others to

- educate ourselves about healthy organisational culture and decision making
- take practical steps to develop honest supportive relationships within our team, with our volunteers, our partners and funders and with the public
- use our creativity to promote services founded on good quality relationships and learning.

It also means having fun!

#### **Experiment and Listen**

To make great art and to achieve change we have to experiment and play.

This means taking risks, being prepared to fail and being able to adapt and respond. It also means listening carefully to those with whom we work, reflecting deeply on what we do and how we do it, and measuring impact primarily through storytelling.

#### **Build financial resilience**

This means ensuring that we are here for the long term by diversifying income streams, securing core and project funding, developing the business, minimising expenditure whilst delivering our mission and maintaining appropriate levels of reserves. It also means ensuring that those we work with are properly paid to help them become financially resilient.

### How do we do it?

We do all this by focussing on:

- good quality relationships
- listening and learning
- encouraging creativity and risk-taking
- offering a public space which is welcoming to all
- working collaboratively online, outside and elsewhere

### Why is this needed?

Oxford is globally renowned for stunning heritage and outstanding research.

Oxford is also a place of disadvantage and inequality.

Oxford needs the Old Fire Station because it is about openness, inclusion, looking forward and different thinking.

The Old Fire Station acts as a bridge between sectors, organisations and people.

When we opened the newly refurbished Old Fire Station on 5th November 2011, our total unrestricted funds were £27,334 and we had 3 employees. Ten years later we have total funds of £311,200 and 31 employees. This is significant growth.

# ARTS AT THE OLD FIRE STATION

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

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### **Our Core Activities**

A **performing arts programme** of theatre, music, dance, spoken word and comedy presented mainly in the Theatre but also in other spaces within and without the building and online. Events are programmed on a hire basis or on varying agreements around fees, guarantees and box office splits. Work ranges from some of the best UK professional small-scale touring, to local semi-professional and amateur work. We also produce work and present regular Scratch nights and networking opportunities for artists. Most events have an associated bar.

A **visual arts programme** presented mainly in our two Galleries but also in other spaces (such as the Café, Ladder Gallery, online and outside). Exhibitions usually run for six weeks and have an associated series of workshops for the public. The work ranges from early career to established artists, and includes work by professionals, students and people facing tough times. Some attract hire income or grants. Some exhibitions include work for sale.

A new **walk-in space** replacing our shop to support more interaction with community groups and opportunities for **creative workshops**.

A range of bespoke offers to **support artists** with their creative, technical, marketing, fundraising, networking and business development needs.

**Spaces for hire** ranging from regular weekly dance classes to performances, workshops, training, events, meetings, conferences and parties.

**Facilitation, consultancy, training and technical services** are offered on a paid for basis or as part of partnership arrangements.

**Self-produced work**, usually supported by project funding, includes creative projects with people who are facing tough times (e.g. Hidden Spire, ICON) and new work (e.g. Christmas shows).

**Major events** such as Marmalade (a social innovation festival as a fringe to the Skoll World Forum) and Offbeat (a performing arts festival in partnership with Oxford Playhouse).

Ongoing work with Crisis to enable **people who are homeless to participate** including:

- Free tickets to see shows.
- A training scheme to gain transferable skills in areas such as customer service, technical support, administration, marketing, fundraising, finance, event organisation, visual arts curation and stage management.
- Volunteering opportunities (mainly as Front of House ushers).
- Creative opportunities to co-create work to a high standard to present in our theatre, gallery or elsewhere in the building
- Involvement in organisational decisions including programming, recruitment, advocacy and governance.

**Storytelling** projects which enable individuals to describe what change has happened for them and how and then participative interpretation of those stories to assist learning and evaluation of impact.

Facilitation of wider debate about **systems change and placemaking** through close working with our funders and partners.

# ARTS AT THE OLD FIRE STATION

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

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### **Achievements and performance**

It has been an unusual year due to the Covid 19 pandemic.

We continued to provide a series of online offers and then re-opened the building in June 2021.

Stand out moments over the year were:

- Off-Piste festival of live shows online at Christmas
- Offbeat performing arts festival – in partnership with Oxford Playhouse
- Photo Oxford exhibition projected onto our building
- Oxford's Light Festival
- Hidden Spire – a theatrical co-creation between Crisis clients, members of the wider community and professional theatre makers
- A new film commissioned to highlight Oxford Together – the mutual aid response to Covid
- Lights Up – commissioned new on-line work by local artists
- Marmalade – our annual festival of social innovation

We have closed our shop and created a walk-in space to support work with community groups and opportunities for creative workshops.

We have taken over the management of the Old Fire Station café and entered a partnership with Damascus Rose Kitchen – an early start-up of Syrian refugee women making food for our customers.

We have continued to develop our storytelling work – supporting partners across the city and beyond to use stories as a means to evaluate impact.

We joined with cultural partners across the city to explore ways of ensuring people from the global majority who experience racism can be better represented in our organisations at all levels. We also helped create a Green Arts Charter for the county and are working in partnership to increase environmental responsibility.

We continue to look for ways for Crisis clients and others facing tough times to be part of the running of the arts centre though this has been hampered by the pandemic.

We continue to adopt the Oxford Living Wage as a minimum for all employees (applicable at the point in the year when salaries are reviewed).

# ARTS AT THE OLD FIRE STATION

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

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### Looking forward

Our priority over the coming year will be to ensure the health and wellbeing of our staff and those we work with and continue to rebuild our core programme of activities in the building including a newly commissioned play by Mike Bartlett. In addition, we will focus on the following key areas of development:

- Making a bigger contribution to facing the climate emergency by reducing carbon emissions and waste in the building and by encouraging debate.
- Development of a truly anti-racist organisation with a more diverse staff and volunteer team so that it better reflects the wider community.
- Developing storytelling projects with partners and offering training and consultancy services
- Developing our skills and capacity to offer creative opportunities and experiences online
- Working with community-based organisations to support creativity
- Development of Marmalade as a year-round platform for debate about making Oxford a better place - making a significant contribution to community development and social inclusion.
- Close working with local and national partners to share learning and improve practice in creating services focussed on people rather than processes.
- A sixth Offbeat festival with growing audiences
- An exhibition based on the Hidden Spire project with high levels of engagement from Crisis clients.
- More engagement by Crisis clients and others facing tough times as audience, volunteers, trainees and artists.
- A bigger presence in Gloucester Green (at the back of the Old Fire Station) – increasing access to art and culture and creating a destination in Oxford.
- Improved signage around the building and a warm welcome for the public
- Better external communications so that we are better understood by the wider public.
- Growing support from donors.
- Securing and deepening partnerships.

### Financial review

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 £760,821 – less than the previous year (£851,829). There was a small loss in year of £8,136 which results in a balance on unrestricted funds at the end of the year of £311,200 – a decrease on the previous year (£319,336). Trustees had planned for a more significant loss and regard these results as reasonable given the external environment. Reserves remain on target.

Several major national Foundations continue to support the charity including Lankelly Chase Foundation, National Lottery Community Fund, Rothschild Foundation, Esmée Fairbairn Foundation and Lloyds Bank Foundation. Oxford City Council has also continued to support the charity with funding and in-kind contributions. Arts Council England (ACE) has supported the Hidden Spire project and Offbeat festival. Skoll Foundation and Esmée Fairbairn Foundation continue to support Marmalade.

As a result of the Covid Pandemic, the charity received further significant additional emergency funding from the Government's Culture Recovery Fund (via Arts Council England), the Government's Job Retention Scheme and Oxford City Council's Additional Restrictions Fund. The Bounceback loan was repaid in full during the year.

All of this support has helped mitigate significant losses in commercial income. During the last quarter of the year, commercial activity re-started slowly. This included the opening of a new café. As a start-up, Trustees recognise that the café will need some time to establish itself and plan for it to break even by the end of year three of operations.

The charity has invested in an office move to improve working conditions, increase efficiency and improve accessibility.



# ARTS AT THE OLD FIRE STATION

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

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### Reserves policy

Where appropriate, Arts at the Old Fire Station holds restricted funds in accordance with funders' requirements. Free reserves are that part of a charity's unrestricted funds that are freely available to spend on any of the charity's purposes. 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. This includes contingency for shortfalls in income, covering unexpected expenditure and funding known project deficits where Trustees have identified a project as key to charitable objectives.

The Trustees have considered the minimum level of free reserves that are sufficient 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. In addition, the Trustees have noted that it is now ten years since the Old Fire Station, a 19th century Gothic building, was refurbished. Significant expenditure (£88,635) was required to repair roof damage and deteriorating building fabric in 2018. That investment alongside an improved regime of repairs and maintenance each year means that Trustees do not anticipate a similar one-off cost. However, they have decided to increase the designated reserve for future expenditure on major repairs from £30,000 to £40,000 with a target of reaching £50,000 over the coming period.

Given the level of uncertainty generated by the Covid pandemic and the growing ambition of the organisation, Trustees have considered the financial liabilities associated with the Risk Register, the short-term risks to income, and the running costs of the organisation for 3 months. Following this review, the Trustees have determined that the required level of total reserves (free and designated) is a minimum of £260,000. At September 2021, the charity's total funds (reserves plus fixed assets) were £311,200 and its total reserves (free and designated) were higher than the target at £265,175. Trustees expect to invest in the development of the work of the organisation over the coming year.

The reserves requirement and underlying factors are considered annually, and the minimum reserves requirement is, therefore, expected to change over time. 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 (subject to government restrictions associated with the pandemic) whilst maintaining tight control over expenditure.

# ARTS AT THE OLD FIRE STATION

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

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### Risk

The Trustees have given consideration to the major risks to which the charity is exposed and satisfied themselves that systems or procedures are established in order to manage those risks.

No system of internal control can give absolute assurance against material misstatement or loss. However, Arts at the Old Fire Station believes that it has appropriate procedures and controls to adequately mitigate against risks to which it is exposed. Systems include:

- plans and budgets which are approved by the Trustees
- regular consideration by the Trustees of monthly management accounts, variance from budgets, non-financial performance indicators and benchmarking reviews
- in depth review of financial performance and risk by the Finance and Audit Committee
- regular review of safeguarding policy and practice
- close collaboration with the landlord and head tenant regarding building maintenance, safety and security
- 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 at least annually by the Board of Trustees and more frequently during the Covid crisis. New risks have been added to the register in the light of this crisis. The main risks facing Arts at the Old Fire Station have been identified as:

- ongoing business interruption due to government restrictions
- health and safety of staff and others due to Covid
- failure to meet fundraising or business income targets
- serious building malfunction
- loss of key staff

### Structure, governance and management

#### Status

Arts at the Old Fire Station is a registered charity (no. 1140525) and a company limited by guarantee (no. 7371445) 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 and up to the date of signature of the financial statements were:

|                       |  |
|-----------------------|--|
| J A Baldwin           |  |
| C Boon                |  |
| Dr A Fairweather-Tall |  |
| J Foster              | Resigned 1 June 2021                                 |
| G B J Gadney          |  |
| V J R Graham          |  |
| L Herman              | Appointed 14 September 2021                          |
| W L W W Mangua        |  |
| M Ounsley             | Resigned 1 June 2021                                 |
| T D Rossington        |  |
| B R Theakston         |  |
| K Valkeinen           |  |
| J Vanderhyde          | Appointed 14 September 2021                          |
| Dr C J Wright         | Resigned as Vice Chair and Treasurer 29th April 2021 |

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# ARTS AT THE OLD FIRE STATION

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

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### Directors

Arts at the Old Fire Station (AOFS) 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. In addition, Paula Redway, Cultural and Community Development Manager at Oxford City Council, attends most meetings as an observer. Christopher Wright has resigned as a Trustee but continues to attend as an observer. Bea Theakston, a Manager at Crisis, has joined the Board in a personal capacity. AOFS is a sub-tenant of Crisis in Oxford. No rental costs were charged as the costs are covered by a grant from Oxford City Council to Crisis. Crisis and AOFS provide services to each other on a full cost recovery basis. It is the intention of the Board to recruit more Trustees from diverse backgrounds.

### Structure

The Board of Trustees met four times during the year. Day-to-day responsibility is delegated to paid staff with support from sub committees of the Board which include co-opted members. These sub-groups are Finance and Audit Committee, Fundraising Committee, Equity Equality Diversity and Inclusion Committee, and Creativity and Comms Committee. Strategic/policy decisions are taken by the Board.

The Executive Director is Jeremy Spafford, and the Deputy Director is Rebecca Vallins. A new Senior Management Team is being created to include Heads of Development/Fundraising, Inclusion/Learning, Creativity/Communications, Resources/Operations and Commercial Development/Administration.

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

.....  
T D Rossington  
Trustee  
Dated: .....

# ARTS AT THE OLD FIRE STATION

## INDEPENDENT EXAMINER'S REPORT

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

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I report to the trustees on my examination of the financial statements of Arts at the Old Fire Station (the charitable company) for the year ended 30 September 2021.

#### **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 financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements 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 financial statements 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 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 financial statements to be reached.

Jemima King FCA  
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 2021

|   |       | Unrestricted<br>funds | Designated<br>funds | Restricted<br>funds | Total     | Total     |
|---|-------|-----------------------|---------------------|---------------------|-----------|-----------|
|   | Notes | 2021<br>£             | 2021<br>£           | 2021<br>£           | 2021<br>£ | 2020<br>£ |
| <b><u>Income from:</u></b>  |       |                       |                     |                     |           |           |
| Donations and legacies  | 3     | 486,681               | -                   | 216,085             | 702,766   | 697,699   |
| Other trading activities  | 4     | 57,259                | -                   | -                   | 57,259    | 153,169   |
| Investments   | 5     | 796                   | -                   | -                   | 796       | 961       |
| <b>Total income</b>   |       | 544,736               | -                   | 216,085             | 760,821   | 851,829   |
| <b><u>Expenditure on:</u></b>   |       |                       |                     |                     |           |           |
| Generating income   | 6     | 50,593                | -                   | 78,784              | 129,377   | 107,238   |
| Charitable activities   | 7     | 502,279               | -                   | 137,301             | 639,580   | 572,705   |
| <b>Total resources expended</b>   |       | 552,872               | -                   | 216,085             | 768,957   | 679,943   |
| <b>Net (outgoing)/incoming resources before transfers</b>               |       | (8,136)               | -                   | -                   | (8,136)   | 171,886   |
| Gross transfers between funds   |       | (10,000)              | 10,000              | -                   | -         | -         |
| <b>Net (expenditure)/income for the year/<br/>Net movement in funds</b> |       | (18,136)              | 10,000              | -                   | (8,136)   | 171,886   |
| Fund balances at 1 October 2020   |       | 289,336               | 30,000              | -                   | 319,336   | 147,450   |
| <b>Fund balances at 30 September 2021</b>                               |       | 271,200               | 40,000              | -                   | 311,200   | 319,336   |

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 2021

|  | Notes | 2021<br>£ | £       | 2020<br>£ | £        |
|--|-------|-----------|---------|-----------|----------|
| <b>Fixed assets</b>  |       |           |         |           |          |
| Tangible assets  | 10    |           | 45,848  |           | 24,938   |
| <b>Current assets</b>  |       |           |         |           |          |
| Stocks   | 11    | 7,579     |         | 11,555    |          |
| Debtors  | 12    | 37,352    |         | 72,896    |          |
| Cash at bank and in hand                                       |       | 494,448   |         | 467,148   |          |
|  |       | 539,379   |         | 551,599   |          |
| <b>Creditors: amounts falling due within one year</b>          | 14    | (274,027) |         | (207,201) |          |
| Net current assets   |       |           | 265,352 |           | 344,398  |
| <b>Total assets less current liabilities</b>                   |       |           | 311,200 |           | 369,336  |
| <b>Creditors: amounts falling due after more than one year</b> | 15    |           | -       |           | (50,000) |
| <b>Net assets</b>  |       |           | 311,200 |           | 319,336  |
| <b>Income funds</b>  |       |           |         |           |          |
| Designated funds   |       |           | 40,000  |           | 30,000   |
| Unrestricted funds   |       |           | 271,200 |           | 289,336  |
|  |       |           | 311,200 |           | 319,336  |

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 2021.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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.

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

The financial statements were approved by the Trustees on .....

.....  
T D Rossington  
Trustee

Company Registration No. 07371445

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2021

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### 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 financial statements 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 financial statements 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 financial statements, 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 financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific 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 financial statements.

#### 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.

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

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### 1 Accounting policies

(Continued)

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.

#### 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:

|                            |                         |
|----------------------------|-------------------------|
| Leasehold improvements     | 10% straight line basis |
| Theatre and shop 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 the statement of financial activities.

#### 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).

#### 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.



# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

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### 1 Accounting policies

(Continued)

#### 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.

#### 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 Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011.

#### 1.11 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.

#### 1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

#### 1.13 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 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.

### 3 Donations and legacies

|   | Unrestricted<br>funds | Restricted<br>funds | Total     | Total          |
|---|-----------------------|---------------------|-----------|----------------|
|   | 2021<br>£             | 2021<br>£           | 2021<br>£ | 2020<br>£      |
| Donations and gifts                         | 473,638               | 216,085             | 689,723   | 607,215        |
| Governments grants (Job Retention Scheme)   | 13,043                | -                   | 13,043    | 90,484         |
|   | 486,681               | 216,085             | 702,766   | 697,699        |
| <b>For the year ended 30 September 2020</b> | <b>511,741</b>        | <b>185,958</b>      |           | <b>697,699</b> |
| <b>Donations and gifts</b>                  |                       |                     |           |                |
| Arts Council England                        | 125,923               | 34,202              | 160,125   | 57,595         |
| The National Lottery Community Fund         | -                     | 100,700             | 100,700   | 97,756         |
| Skoll Foundation                            | -                     | 18,494              | 18,494    | 9,342          |
| Esmee Fairbairn Foundation                  | -                     | 7,500               | 7,500     | 75,000         |
| Lankelly Chase Foundation                   | 50,000                | 6,675               | 56,675    | 54,394         |
| Rothschild Foundation                       | -                     | -                   | -         | 42,000         |
| Oxford City Council                         | 53,134                | 4,657               | 57,791    | 33,134         |
| Lloyds Bank Foundation                      | -                     | 33,270              | 33,270    | 29,611         |
| Paul Hamlyn Foundation                      | -                     | -                   | -         | 85,000         |
| Julia & Hans Rausing Trust                  | 157,154               | -                   | 157,154   | -              |
| Donations                                   | 81,507                | -                   | 81,507    | 79,506         |
| Other                                       | 5,920                 | 10,587              | 16,507    | 43,877         |
|   | 473,638               | 216,085             | 689,723   | 607,215        |

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 4 Other trading activities

|                          | Unrestricted funds | Unrestricted funds |
|--------------------------|--------------------|--------------------|
|                          | 2021               | 2020               |
|                          | £                  | £                  |
| Product Sales            | 21,428             | 62,507             |
| Venue and equipment hire | 14,566             | 84,748             |
| Consultancy income       | 10,322             | 6,730              |
| Technical services       | 780                | 1,290              |
| Ticket sales             | 10,163             | (2,106)            |
|                          | <u>57,259</u>      | <u>153,169</u>     |
| Other trading activities | <u>57,259</u>      | <u>153,169</u>     |

### 5 Investments

|                     | Unrestricted funds | Unrestricted funds |
|---------------------|--------------------|--------------------|
|                     | 2021               | 2020               |
|                     | £                  | £                  |
| Interest receivable | 796                | 961                |
|                     | <u>796</u>         | <u>961</u>         |

### 6 Generating income

|                                  | Unrestricted funds | Restricted funds | Total          | Unrestricted funds | Restricted funds | Total          |
|----------------------------------|--------------------|------------------|----------------|--------------------|------------------|----------------|
|                                  | 2021               | 2021             | 2021           | 2020               | 2020             | 2020           |
|                                  | £                  | £                | £              | £                  | £                | £              |
| <u>Fundraising and publicity</u> |                    |                  |                |                    |                  |                |
| Hospitality                      | 2,215              | -                | 2,215          | 3,735              | -                | 3,735          |
| Advertising                      | 14,333             | -                | 14,333         | 3,766              | -                | 3,766          |
|                                  | <u>16,548</u>      | <u>-</u>         | <u>16,548</u>  | <u>7,501</u>       | <u>-</u>         | <u>7,501</u>   |
| <u>Fundraising and publicity</u> | <u>16,548</u>      | <u>-</u>         | <u>16,548</u>  | <u>7,501</u>       | <u>-</u>         | <u>7,501</u>   |
| <u>Trading costs</u>             |                    |                  |                |                    |                  |                |
| Cost of Sales                    | 34,045             | 78,784           | 112,829        | 43,477             | 56,260           | 99,737         |
|                                  | <u>50,593</u>      | <u>78,784</u>    | <u>129,377</u> | <u>50,978</u>      | <u>56,260</u>    | <u>107,238</u> |

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 7 Charitable activities

|   | 2021<br>£      | 2020<br>£      |
|---|----------------|----------------|
| Staff costs                               | 485,085        | 466,103        |
| Equipment hire                            | 6,576          | 1,492          |
| Bank charges and loan interest            | 2,797          | 3,649          |
| Consultancy, artist and professional fees | 8,083          | 6,558          |
| Depreciation                              | 11,693         | 9,910          |
| Licences and insurance                    | 3,467          | 3,297          |
| Premises                                  | 56,519         | 33,352         |
| Printing, postage and stationery          | 2,492          | 8,675          |
| Repairs and maintenance                   | 14,599         | (2,053)        |
| Bookkeeping                               | 14,284         | 11,985         |
| Telephone and IT expenses                 | 24,730         | 22,429         |
| Travel and subsistence                    | 6,585          | 2,021          |
| Subscriptions                             | 2,670          | 5,287          |
|   | <u>639,580</u> | <u>572,705</u> |
|   | <u>639,580</u> | <u>572,705</u> |
| <b>Analysis by fund</b>                   |                |                |
| Unrestricted funds                        | 502,279        | 443,007        |
| Restricted funds                          | 137,301        | 129,698        |
|   | <u>639,580</u> | <u>572,705</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 (2020: £Nil). They are entitled to claim legitimate expenses incurred on behalf of the charitable company.

Trustees' expenses of £93 were paid for the year ended 30 September 2021 (2020: £Nil).

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 9 Employees

The average monthly number of employees during the year was:

|                 | 2021<br>Number | 2020<br>Number |
|-----------------|----------------|----------------|
| Permanent staff | 18             | 19             |
| Casual staff    | 6              | 7              |
| Total           | 24             | 26             |

### Employment costs

|                       | 2021<br>£ | 2020<br>£ |
|-----------------------|-----------|-----------|
| Wages and salaries    | 445,498   | 434,805   |
| Social security costs | 35,526    | 29,500    |
| Other wages costs     | 4,061     | 1,798     |
|                       | 485,085   | 466,103   |

There were no employees whose annual remuneration was more than £60,000.

### 10 Tangible fixed assets

|                                    | Leasehold<br>improvements<br>£ | Theatre and<br>shop<br>equipment<br>£ | Fixtures and<br>fittings<br>£ | Computers<br>£ | Total<br>£ |
|------------------------------------|--------------------------------|---------------------------------------|-------------------------------|----------------|------------|
| <b>Cost</b>                        |                                |                                       |                               |                |            |
| At 1 October 2020                  | -                              | 20,765                                | 24,910                        | 20,266         | 65,941     |
| Additions                          | 26,388                         | 4,992                                 | 1,145                         | 7,077          | 39,602     |
| Disposals                          | -                              | -                                     | (7,000)                       | -              | (7,000)    |
| At 30 September 2021               | 26,388                         | 25,757                                | 19,055                        | 27,343         | 98,543     |
| <b>Depreciation and impairment</b> |                                |                                       |                               |                |            |
| At 1 October 2020                  | -                              | 10,731                                | 12,305                        | 17,967         | 41,003     |
| Depreciation charged in the year   | 911                            | 6,889                                 | 1,791                         | 2,101          | 11,692     |
| At 30 September 2021               | 911                            | 17,620                                | 14,096                        | 20,068         | 52,695     |
| <b>Carrying amount</b>             |                                |                                       |                               |                |            |
| At 30 September 2021               | 25,477                         | 8,137                                 | 4,959                         | 7,275          | 45,848     |
| At 30 September 2020               | -                              | 10,034                                | 12,605                        | 2,299          | 24,938     |

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 11 Stocks

|                                     | 2021<br>£ | 2020<br>£ |
|-------------------------------------|-----------|-----------|
| Finished goods and goods for resale | 7,579     | 11,555    |

### 12 Debtors

|                                      | 2021<br>£ | 2020<br>£ |
|--------------------------------------|-----------|-----------|
| Amounts falling due within one year: |           |           |
| Trade debtors                        | 9,123     | 53,874    |
| Other debtors                        | 6,376     | 7,452     |
| Prepayments and accrued income       | 21,853    | 11,570    |
|                                      | 37,352    | 72,896    |

### 13 Loans and overdrafts

|                        | 2021<br>£ | 2020<br>£ |
|------------------------|-----------|-----------|
| Bank loans             | -         | 50,000    |
| Payable after one year | -         | 50,000    |

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

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

|                              | 2021<br>£      | 2020<br>£      |
|------------------------------|----------------|----------------|
| Trade creditors              | 42,215         | 16,388         |
| Other creditors              | 12,046         | 11,091         |
| Accruals and deferred income | 219,766        | 179,722        |
|                              | <u>274,027</u> | <u>207,201</u> |

Included in deferred income were the following grants:

|                      | 2021<br>£      | 2020<br>£      |
|----------------------|----------------|----------------|
| Crisis Skylight      | 13,137         | 13,137         |
| Arts Council England | 51,781         | 72,537         |
| Lankelly Chase       | 25,000         | 20,676         |
| Skoll Foundation     | -              | 18,494         |
| Backstage Trust      | 46,357         | -              |
| Other grants         | 43,553         | 29,616         |
|                      | <u>179,828</u> | <u>154,460</u> |

### 15 Creditors: amounts falling due after more than one year

|            | Notes | 2021<br>£ | 2020<br>£     |
|------------|-------|-----------|---------------|
| Bank loans | 13    | -         | 50,000        |
|            |       | <u>-</u>  | <u>50,000</u> |

### 16 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 £13,118 (2020: £10,883).

# ARTS AT THE OLD FIRE STATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 17 Analysis of net assets between funds

|  | Unrestricted<br>2021<br>£ | Designated<br>2021<br>£ | Restricted<br>2021<br>£ | Total<br>2021<br>£ | Total<br>2020<br>£ |
|--|---------------------------|-------------------------|-------------------------|--------------------|--------------------|
| Fund balances at 30 September 2021 are represented by: |                           |                         |                         |                    |                    |
| Tangible assets  | 45,848                    | -                       | -                       | 45,848             | 24,938             |
| Current assets/(liabilities)                           | 225,352                   | 40,000                  | -                       | 265,352            | 344,398            |
| Long term liabilities                                  | -                         | -                       | -                       | -                  | (50,000)           |
|  | <u>271,200</u>            | <u>40,000</u>           | <u>-</u>                | <u>311,200</u>     | <u>319,336</u>     |

### 18 Related party transactions

There were no disclosable related party transactions during the year (2020: none).

#### Remuneration of key management personnel

The remuneration of key management personnel is as follows.

|                        | 2021<br>£     | 2020<br>£     |
|------------------------|---------------|---------------|
| Aggregate compensation | <u>47,858</u> | <u>46,539</u> |