



Community Focus Inclusive Arts
(A Company Limited by Guarantee)

Annual Report & Financial Statements
For The Year Ended 31 March 2020

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COMPANIES HOUSE

Company Registration No. 7442636
Registered Charity No. 1139259

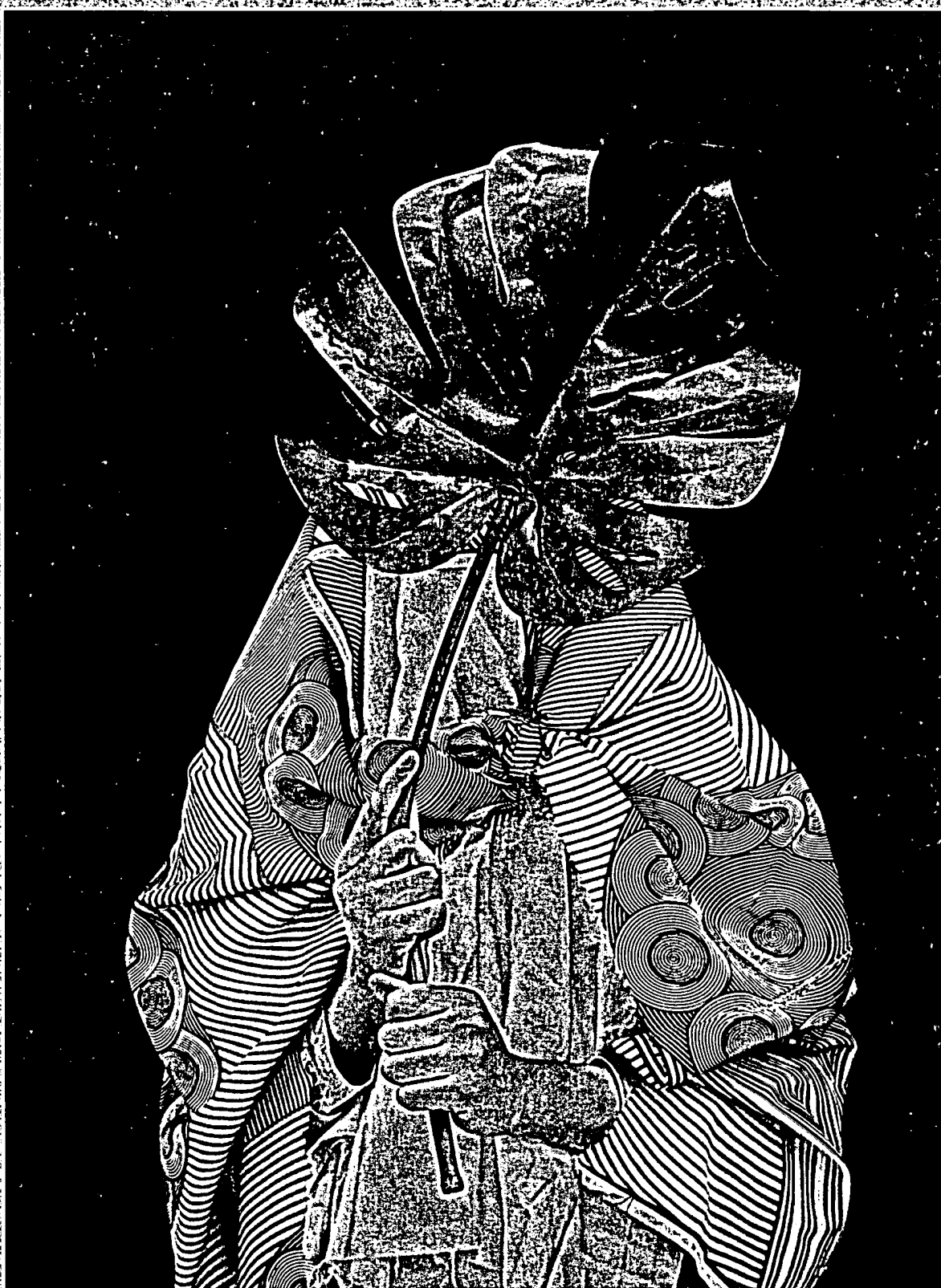
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Legal and Administrative Information

Trustees	Ajaz Ahmed Christine Grant Eleanor Stokes-Puzone (joined from 01/07/2019) Peter Tarl
Chief Executive Officer	John McCafferty MA
Registered Office	Friary House, Friary Park, Friary Road, Friern Barnet Lane, London N20 0NR
Comms	www.communityfocus.co.uk www.facebook.com/commfocus www.twitter.com/_communityfocus www.instagram.com/_communityfocus
Independent examiner	Pitts & SeeUs, Chartered Accountants & Registered Auditor, Studio 6, 6 Hornsey Street, Holloway, London N7 8GR
Bank	HSBC, 789 High Road, North Finchley London, N12 8JX
Solicitors	DLA Piper, 160 Aldersgate Street, Barbican, London, EC1A 4HT



communityfocus
THE ALL INCLUSIVE ARTS CENTRE



(image - Photography student on Short Breaks programme)

Community Focus Inclusive Arts

Report of the trustees for the year ended 31 March 2020

The trustees are pleased to present their annual directors' report together with the financial statements of the charity for the year ended 31 March 2020, which are also prepared to meet the requirements for a director's report and accounts for Companies Act purposes. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practices applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Trustees Report

Community Focus (CF) has continued to adapt as an independent charity throughout the year, providing effective services for our users within the borough of Barnet and surrounding areas. CF strives to offer consistent value whilst maintaining high quality support in what is an increasingly competitive third sector. We welcomed a few new experienced staff members who have been productive throughout the year, filled with creative strategic insight and drive. Sustainability continues to be a top priority and our long term ambition is to hold a more business like approach as required to progressively build up reserves. The quality of the programmes we deliver continue to shine through as examples of social benefit assisting a wide array of students. Our in-house class numbers increased overall even with new class subjects on offer, which can often grow slowly or even diminish demand. We continue to provide a valuable service using highly qualified tutors, skilled assistants and volunteers that make an on-going positive difference to our clients' health and wellbeing.

Our recently employed CEO has used his local knowledge and previous professional relationships to draw in new funding and work in partnership on project proposals. Our multi-year funding from John Lyon's Charity nears to an end in its final year. As we have limited resources available and are looking beyond the short term CF employed a part time fundraiser near the year end to help enhance our financial position. At the end of this financial year we had to contend with the COVID-19 pandemic to which the trustees acted swiftly ensuring the safety of all our staff and beneficiaries by following government procedures. We continually assessed how to effectively transform the delivery of our services online and prioritised multiple emergency funding bids.

We always aim to nurture the creative skills of individuals with an interest in art by providing a supportive, safe and optimistic environment. Also understanding the benefits that our arts programmes can bring and maintain our ethos that everyone is an artist. We would like to thank our staff, freelance tutors, assistants, volunteers and stakeholders for their repeated efforts in being the life force of our charity. CF look forward to the coming year with exciting projects that can reach beyond our current remit as we continue to strengthen as a charity and organisation.



Ajaz Ahmed

On Behalf of the Board of Trustees, 5 January 2021

Community Focus Inclusive Arts**Report of the trustees for the year ended 31 March 2020 (continued)****Our purpose and activities**

CF is an accessible multi-arts centre, offering varied arts and crafts services to a wide ranging audience within the London Borough of Barnet and surrounding areas. It aims to both stimulate and educate its beneficiaries to participate within an inclusive environment. The charity enhances the conditions of individuals who have issues formed from age, background or disability through the provision of various leisure facilities shaped to benefit their social welfare through recreation.

Our outlook is evident through the targets we set around inclusive arts and the feedback received from the people we help. Considering that dramatic changes can occur at any given moment to anyone, we aim to provide our services to a variety of vulnerable individuals, where they can benefit from being valued and comfortably engage in a larger group setting. This allows our students to learn about themselves and others in a supportive environment where they are able to safely collaborate. We conduct our objectives through planned activities using termly student feedback throughout the year, the trustees have considered the Charity Commission's guidance on public benefit and fee charging. The charity relies on grants from trusts and foundations, plus income generated from fees and charges to cover its operating costs. CF understands that in completing our objectives throughout the year we have exhibited a clear public benefit to the people who have used our services and to the general local community. We have scope for funding opportunities from a variety of historical sources we have interacted with previously and look to local providers within the borough for additional funding opportunities ensuring affordable access to clients and maintaining value for money.

Volunteers

CF relies on voluntary assistance to support our beneficiaries attending some of our classes, projects, end of term events and fairs thus enabling reduced expenditure. One of our long term students volunteered in our IT classes, this led to job opportunities through a local Disability Employment Advisor and placements with the support of Leonard Cheshire, the individual now works part time for BUPA. We gained two new part time volunteers to consistently help in the office once a week with administration duties. We thank all volunteers for their continued support and service. CF continue to seek suitable applicants through the likes of Barnet Job Centre Plus, Middlesex University Student Union and Volunteering Barnet.

Appointment of Trustees

The trustees nominate the chairperson. They also review applicant trustees and vote on their suitability, elected trustees are then subject to a DBS and reference checks before being formally invited to join the board. Three trustees are required for quorum and we follow Charity Commission guidelines. The trustees aim to increase our board member numbers further broadening required skillsets to compliment the charity's needs.

Community Focus Inclusive Arts

Report of the trustees for the year ended 31 March 2020 (continued)



(image - Students Candle jars from Creative Arts class, In House programme)

Organisation

The board of trustees administers the charity. The board usually meets quarterly unless otherwise requested. A Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment, policies and project related activities. The majority of staff are self-employed freelancers as many funders will not finance the long term costs associated with employees. We have not yet found a suitable replacement for the previous Chair and the board have agreed to share responsibility in an acting role fulfilling this position with decisions taken at board level to meet regulatory guidance.

Programme overview, achievements and performance from April 2019 to March 2020

CF continues to operate through three main programmes; In house and Outreach courses, ARTiculate Futures and Short Breaks. In house classes are predominately although not exclusively for adults with learning disabilities. Outreach sessions are mainly for older adults with dementia in care homes. Short Breaks offers activities and trips for children 10-18 years with physical and sensory impairments. ARTiculate Futures provides workshops for 16-25 year olds with mental health needs.

Community Focus Inclusive Arts**Report of the trustees for the year ended 31 March 2020 (continued)****Main delivery programmes include:****In house and Outreach Courses**

We offer a range of creative classes targeting some of the local community's most vulnerable individuals. CF assisted over 150 people a week, delivering our weekly creative projects onsite and in various venues around the borough such as care homes and nursing homes, which ensures our support extends to those most isolated and in need.

We continue to use therapeutic arts activities as a learning aid to form positive changes for our clients, who regularly tell us how much they enjoy CF by praising our team members as fun, creative and friendly. Many of our beneficiaries have multiple impairments, including adults with learning disabilities, physical and sensory issues and mental health problems. Our projects take place within various environments and clients regularly respond positively that they enjoy attending in a safe reassuring atmosphere where they are supported to learn in the grounds of a picturesque park which adds to their wellbeing and mental health.

CF respond to feedback from our beneficiaries and the creative projects offered vary to suit their interests. Including subject matter such as: photography, computers, music, textiles, ceramics, dance, visual arts, drumming, creative writing, drama, singing, painting and printmaking.

The charity offers a regular twelve week programme of In House courses, which are run termly, creative outreach courses and tailor-made arts projects involving a variety of organisations that we work in partnership with. We value the expertise that external organisations can bring as partners and are receptive to the benefits this brings to the programmes we deliver. Our professional artists facilitate high quality artwork across a wide area of activities, aiding to establish and evolve participant's social skills.

Outreach projects solely for older people have collectively diminished in comparison to significant years previous. We were able to maintain last years figures delivering long lasting projects with Jewish Care at Clore Manor Residential Home and Sam Beckman Day Centre offering Textiles, Art, Music and Singing sessions.

We received feedback from care and nursing homes whom we previously provided activities to, that although the quality of support given was very good, similar services had been sought at cheaper rates and some homes were able to provide support internally. Our staff also believe that acquiring funding through grant(s) would help us reduce our costs as a supplier in future. Earlier assumptions that reduced communication played a part were deemed secondary to financial expense as older adults are living longer. Providing more support for older people is one of our objectives moving into the new year.

Community Focus Inclusive Arts

Report of the trustees for the year ended 31 March 2020 (continued)

ARTiculate Futures

CF assists children from 16 years old to young people of up to and including 25 years of age with mental health issues, as well as those with severe educational needs to tackle growing issues they face in preparing for adulthood within a supported and creative arts environment. The local need for effective Child and Adolescent Mental Health Services (CAMHS) is underlined by the percentage of school age pupils with social, emotional and mental health needs in Barnet. For 2018, this percentage is 2.61% for Barnet, which is significantly higher than both London (2.41%) and England (2.39%). The percentage of primary school and secondary school pupils in the borough with social, emotional and mental health needs are also significantly higher than the national average, in each case. Holiday provision has been very popular and beneficial aiding social engagement amongst peers during the long summer break.

From May 2019 – April 2020 a total of one hundred and sixty six participants attended our arts workshops, where John Lyon's Charity funded the ARTiculate Futures project management role. CF were match funded for various projects by The Prince of Wales's Charitable fund, Arts Council England, Barnet Wellbeing Service Community Chest and private donors. We were able to run 6 in-house projects at CF plus 10 outreach projects in local schools and centres. A small number of students were able to gain Arts Awards Explore and Discover certificates helping them reflect on the work they produced.

Summary of In house and Outreach projects throughout this year:

In house projects -

- Jun-Jul 2019 – Mixed Media Arts project introduced participants to a range of art forms and artists work through photography, textiles, printmaking, drawing, painting and sculpture. Sessions encouraged group discussion to form and share opinions which culminated in an exhibition of the work produced.
- Aug 2019 – 'Lets Move' Dance project CF delivered a four day workshop on body positivity and celebrating difference where participants learnt a range of dance styles as well as participating in drama and a yoga session.
- Sept-Dec 2019 – 'Stories Through A Lens' filmmaking project. Participants worked with a professional artist film maker, to develop a project, each choosing a subject matter of personal importance. Participants were supported to see their film through from concept development, to script writing, to filming and finally to editing. Films screened at the CF winter fayre were attended by over 100 guests. The project was funded by Arts Council England and we intend to apply for further funds next year on similar future projects as the feedback from students was very positive.

Community Focus Inclusive Arts

Report of the trustees for the year ended 31 March 2020 (continued)



(image - Student discussion in Stories and Set Design workshop, ARTiculate Futures programme)

- Jan-Feb 2020 – ‘Stories and Set Design’ project. Participants collaboratively, under the guidance of a writer and drama tutor, developed a story, then worked with a set designer to create a bespoke set. Participants learnt to problem solve through drama and express feelings through characters. The project culminated in a performance in which everyone took part. One parent commented "It was a pleasure watching my son performing with his peers. He seemed so relaxed and he spoke with so much maturity in front of an audience. He has shown great improvement."
- Feb 2020 – ‘Dance Fever’ project. Working with a dance tutor and a dance movement psychotherapist participant explored the theme of 'This is Me', learning to express themselves with their bodies and to be proud of who they are and what they look like. The project culminated in a performance.

Community Focus Inclusive Arts**Report of the trustees for the year ended 31 March 2020 (continued)***Outreach projects –*

CF delivered multiple workshops on varied sites within Barnet facilitated through the Terapla Centre, Northgate school, Oak Lodge and Oak Bridge schools, plus Development and Learning Opportunities (DALO) centre. Ideas such as change and transition, mindfulness, resilience and arts therapy were used for participants with anxiety issues throughout. Helping them to tackle new situations and develop their thoughts by producing personal artwork using textiles, animation, creative writing, photography, computers, music, dance movement and visual arts as creative formats.

Quotes from beneficiaries:**From a participant -**

"I think it would have been more difficult for me to go to college if it weren't for the fact that I also had something to go to every week. At that point I had been out of education for a year...so just having the stepping stone of something to do every week or having the experience of it helped me to get into that routine."

From a parent -

"I am very proud of his hard work with the outstanding help from the staff. N is definitely more confident and assertive... He is becoming more open to express his thoughts and what bothers him. N has definitely improved on his creative skills and I have seen many of his wonderful artwork. He has gained so much confidence in speaking in front of an audience."

From a school headteacher -

"NM has really benefited from the photography project. He arrived here having been out of school for 2 and a half years and lacking any confidence. He has engaged enthusiastically with the project and has come out of his shell. It is when he is his most talkative and animated. He is developing his skills and feeling as though he excels in this area as he is lacking in confidence in the core subjects."

We would particularly like to thank John Lyon's Charity for their continued support throughout the three years of funding, providing for the role of a full-time project manager which allowed us to assist 166 children and young adults to grow as individuals. These opportunities have helped many individuals improve their confidence through learning new techniques, sharpening communication skills that can be used in life outside of our supportive classroom environment and lead onto volunteering, further education and employment opportunities. CF have applied to the City Bridge Trust intending to sustain our ARTiculate Futures programme, such lengthy multiyear applications have a long response time of 3-5 months, so we hope to know in the following tax year.

Community Focus Inclusive Arts

Report of the trustees for the year ended 31 March 2020 (continued)

Short Breaks

CF created a diverse range of Short Break's projects for the London Borough of Barnet (LBB) throughout the year together with holiday and weekend provision. CF's programme maintained the necessary processes to ensure that our delivery model matches the local authority's requirements. Regular communication between our project managers enabled our students to be nominated for and win several Jack Petchey awards, which in turn financed specific students chosen projects and trips.



**Short Breaks
at Community Focus**

ART PROJECTS, SOCIAL ACTIVITIES, AND DAY TRIPS.
FOR YOUNG PEOPLE (AGED 11-18) WITH ADDITIONAL NEEDS.
PROJECTS TAKE PLACE DURING THE SCHOOL HOLIDAYS AND THE
WEEKENDS AT 11:00 AM TO 3:00 PM.

ENROL YOUR CHILD TODAY!

Short Breaks is a Barnet Council initiative; providing a range of play and leisure services for disabled children and young people who live in Barnet. These services are targeted at children and young people who need additional support in order to access play and leisure services.

2019 Mar – Lee Valley Farm and Science

Museum trips

Students visited a farm on the greenbelt looking at and holding different farm animals. Activities also included various birds of prey in flight and watching cows be milked. Science museum offered a wide range of enjoyable interactive learning tools.

2019 August – Chocolate Museum and Harry Potter World

Participants learnt about chocolate, its history and got creative making and eating their own. Visited the Harry Potter studios reliving the story in the books and films they had seen, with some big Harry Potter fans amongst the group. This influenced students to make their own wands in future arts lessons.

2019 August – Circus Arts 5 day project

A mix of arts and crafts and physical exercises. Having fun clowning around learning professional circus skills such as spinning plates, unicycling and making your own juggling balls to take home.

2019 Dec – 2020 Jan - Arts & About Saturday Winter Trips

Students were transported by minibus to popular exhibitions over the Christmas period including Cinderella The Rockin' Panto at the ArtsDepot, London Sea life Aquarium Centre and Circus 1903: The Golden Age of Circus at the Southbank Centre. These projects supported a range of students through the help of John Lyon's School Holiday Activity Fund.

2020 February – Photography Arts

Students were encouraged to experiment with a variety of photography equipment such as cameras, iPads, tripods, props and learn techniques to showcase their very own portfolio.

Community Focus Inclusive Arts

Report of the trustees for the year ended 31 March 2020 (continued)

Key Strategic Partnerships

Our strategy in moving forwards has historically involved creating and developing key partnerships. CF actively reaches out to prospective partners ensuring that our 'open culture' is recognised and seen as a charity that other organisations want to work with.



(image - Student on Science Museum trip, Short Breaks programme)

New and old Partners through the year include:

- | | |
|-------------------------|-------------------------------------|
| 1. Leonard Cheshire | 6. Northgate School |
| 2. Jewish Care | 7. Oak Lodge and Oak Bridge Schools |
| 3. Terapia Centre | 8. LBB Commissioners |
| 4. DALO Centre | 9. filmpro digital arts |
| 5. Barnet Wellbeing Hub | 10. Jack Petchey Foundation |

Community Focus Inclusive Arts**Report of the trustees for the year ended 31 March 2020 (continued)****Moving Forward**

CF understand we have a successful format in place involving a replicable model, culture and training methods, which are transferable skills and intend to extend our delivery further throughout Barnet. We believe we are well positioned to offer more services in the style of our Short Breaks programmes to local schools, pupil referral units and other providers that could approach us to be a delivery partner. Strengthening partnerships will help produce better results allowing greater success in applying to trust and foundations. CF continued to secure its main grant from John Lyon's Charity for our ARTiculate Futures programme this year.

CF successfully bid for a four year contract with the local authority as a preferred provider, this allows us to continue offering our service to 10-18 year olds with physical and sensory impairments, which also includes a possible two year extension. It highlights the great work that we continue to produce and evidences the consistent demand for our support. Our future ambitions are to increase student uptake, by providing a wider array of subject matter to gauge new areas of interest, helping to bolster our long term plans of broadening our services and client base.

We revamped our website and reclaimed our social media channels, after a significant amount of inactivity, to publicly evidence student's artwork produced and some of the beneficiaries we help. CF hope this intention will assist in raising our online profile and attract both new beneficiaries and referrers.

Strategy

CF aims to maintain its independence through regularly reviewing our strategies and discussing future intentions that pave a clearer path ahead, namely incremental steps towards sustainability by becoming self-sufficient and adapting to continual changing climates. We have successfully increased working capital by frequently communicating with debtors and reminding them of owed payments. This has been particularly useful with the local authorities we work with. Following some of our funders requests to publicise the grants we've received on our social media channels and promote their logos on our website we hope to benefit from further funds next year. We have seen a return of former students after maintaining low prices of £265 and £285 per term and continue to offer our more vulnerable clients flexible termly payments options when required to put them at ease.

We ran 20 different classes a term on the In House program, averaging 6 students per class throughout each term:

Summer Term April – July 2019 - 20 Classes with 119 students

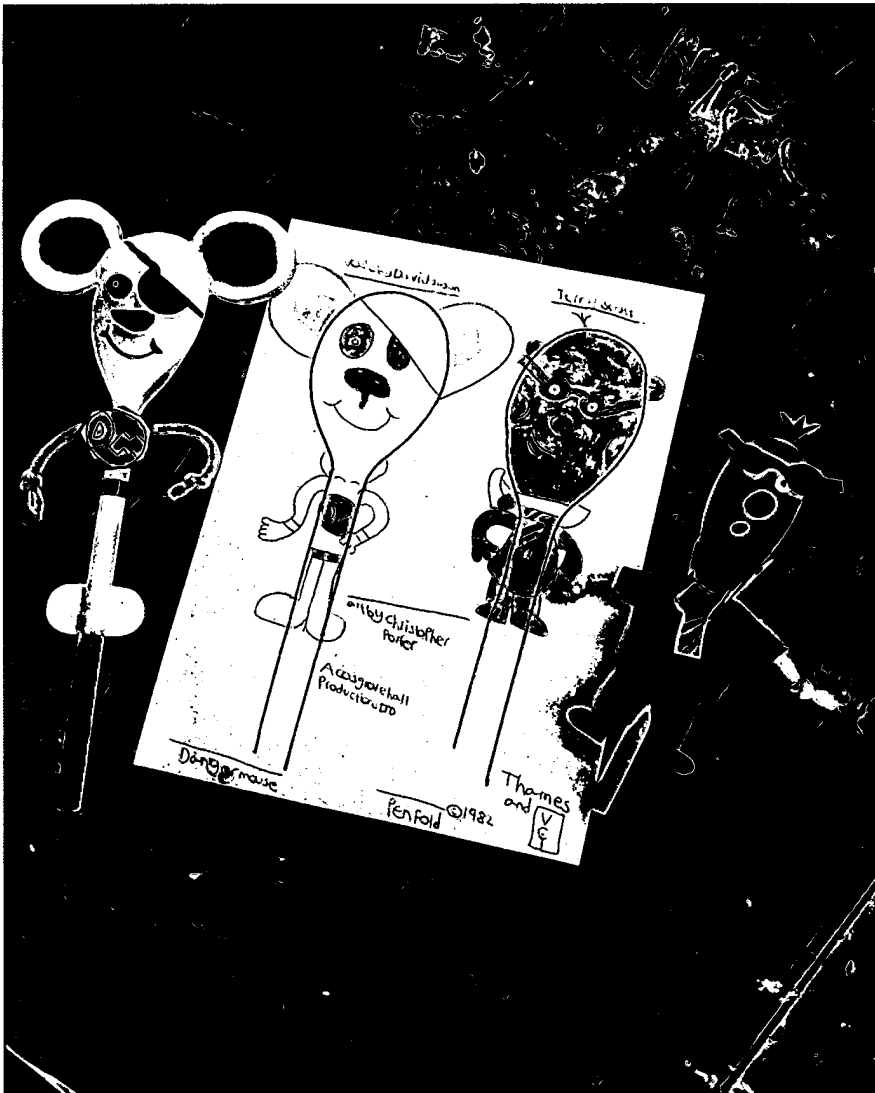
Autumn Term Sept – December 2019 - 19 Classes with 112 students

Spring Term 6th Jan 2020 – 3rd April 2020 - 21 Classes with 120 students

This is a great achievement considering we support individuals with varied needs, some of whom are autistic and non-verbal so require small groups of students to be able to function. We aim to maintain our price point and supplement costs through fundraising bids. £265 and £285 per term, which works out at £11.04, and £11.88 per hour respectively. CF will monitor fees every term.

Community Focus Inclusive Arts

Report of the trustees for the year ended 31 March 2020 (continued)



CF provided a lunch club throughout the Winter months to some of its In House students where we attained shared use of the building's kitchen and fridge, this meant our students could comfortably eat a prepared meal in one of our classrooms over lunchtime instead of braving the elements. Averaging 20 students a week from January to March, although purposeful this took up limited resources and we would need funding in place to continue next year. Management systems, roles and responsibilities, financial management, raising finance and a cost plus model are issues that we will look to regularly discuss and update on an annual basis. Our team members efficiently utilise available resources in an effective manner to limit material class costs and raise funding by selling items produced at our biannual fairs and end of term of events.

(image - Students work in Toy making class, In House programme)

COVID-19

Whilst there was increasing uncertainty during the early stages of COVID-19 CF continued to run its In House classes up until a week before lockdown was officially enforced on 23rd March 2020. Up until this point we followed both government and NHS guidelines to establish a Coronavirus policy plus installed signage throughout the building displaying possible symptoms and best practice for students plus staff to minimise risk. Handwashing was regularly demonstrated to students and staff were frequently updated on procedures. Student numbers started to dwindle a week before lockdown as they chose to self-isolate at home. An in demand Short Breaks trip to Pizza Express set for 21st March 2020 where students were going to make their own pizzas had to be cancelled at late notice to minimise risk, as student and staff safety was now paramount. CF now had a clearer vision that our Summer term

Community Focus Inclusive Arts**Report of the trustees for the year ended 31 March 2020 (continued)**

timetable starting in April would have to be cancelled so we started applying for newly developed Emergency grants knowing that significant termly income would be lost. In order to survive we started applying for small local funds and donations from associates of students. CF also had to start using newly acquired National Lottery Awards for All funding in order to plan the changes needed in our delivery method to online activities for the duration of this epidemic. We intended to pilot an online class using it as a test case as this was a new method of working and if successful then plan similar classes for the autumn term ahead.

Community Benefit Assessment Tool (CBAT)

We are in the process of finalising CBAT, a subsidy programme, which was awarded to certain providers for the invaluable work they undertake in the local community throughout the London borough of Barnet (LBB). CBAT allows for 100% rent-free on the premises we use. Law firm DLA Piper are supporting CF to complete the process of legal documents correctly with LBB.

A point was raised that as the existing lease is being surrendered, under section 119(1) of the Charities Act 2011, prior to the surrender, charity trustees must obtain and consider a written report on the proposed disposition from a qualified surveyor. The qualified surveyor's report must contain the information and deal with matters set out in specific regulations. Community Focus engaged a qualified surveyor who is familiar with these regulations in relation to the surrender of the existing lease. It has been an arduous task and taken up a lot of resources, we expect this to be completed between both LBB's lawyers and ours soon.

Financial review

The financial circumstances during the current period were challenging. Our financial performance indicates a net surplus of £23,814 (2019: net deficit of £3,035).

The momentum from the prior year continued to build as a result of series of initiatives to develop strategic plans for growth and sustainability. This will continue during the 2019-20 financial period. We aim to build on the strength of current programmes and value generation for our stakeholders and continue to explore corporate sustainability to align with various CF activities going forward.

The balance sheet at the year-end shows net assets of £4,956 (2019: net liability of £18,858). The charity is working hard to secure additional funding, building up reserves and reducing deficit. Our deficit position of £6,160 (2019: £217,508) found in our unrestricted income has accumulated due to legacy issues associated with rent of our current premises. We discussed with the London Borough of Barnet (LBB) and agreed in 2017, a realistic payment plan over the course of 36 months which will assist us greatly with regards to moving forward and factoring in precise cost allocations for future budgeting. We have just under half the term remaining with £7,811 owing at 31 March 2020. We continue to leverage from investment we made in Friary House to expand our activities and funding across various streams.

Community Focus Inclusive Arts**Report of the trustees for the year ended 31 March 2020 (continued)**

As part of self sustainability initiatives, revenue streams transitioned and costs efficiencies optimised to build a platform for our long term strategy to provide quality services to our students. Our application to Arts Council Cultural Recovery Fund was successful, which approved grant of £128,453, as part of the approval process, the charity received £115,608, being the first instalment, on 3 November 2020. This is major turnaround for the charity, as this success will strengthen finances and allows opportunities to leverage additional prospects for fund raising and scalability of operations.

Reserves Policy & Going Concern

It is the policy of the charity to maintain total reserves equivalent to three months of expenditure. It is considered that this is sufficient to provide a safety net in the event of unanticipated expenditure. The reserves policy was not complied during the year, trustees undertook several initiatives to ensure compliance consistency and alignment with strategic plan for CF described in the financial review section.

The charity has net assets of £4,956 (2019: net liability of £18,858). This was driven from various factors including legacy issues around rent of the business premises on and volatility in funding streams. The charity is continuing to work on number of initiatives including leveraging from current fund sources and expanding base with innovative programs along with building our network to explore growth options to assist corporate world in meeting their Corporate Sustainability ambitions. The charity is also working on cost efficiency initiatives and recently negotiated successfully with London Borough of Barnet (LBB) regarding reduction of rent charges for the business premises with Community Programme Manager in conjunction with the Council's CBAT (Community Benefit Assessment Tool), a 100% rent subsidy based on the charity's high level impact within its local community has been confirmed, legacy issues for payment for outstanding rent was agreed. As described in financial review section, securing bank deposit of £115,608, from the Arts Council Cultural Recovery Fund is significant for charity as this sustain reserves and long term future.

LBB are supportive of the Charity and will work with the Charity to ensure that this does not have an adverse effect on the Charities ability to operate. The reduction of rent and our strategic initiatives will reduce its net liabilities post year-end and we are aiming to ensure net current assets in 2019/2020. The Trustees, therefore, consider that the going concern assumption is an appropriate basis on which to prepare these financial statements.

Plans for future periods

Our plans for the future are focussed on two key elements:

1. Increasing unrestricted income
2. Replicating successful programmes

Community Focus Inclusive Arts**Report of the trustees for the year ended 31 March 2020 (continued)**

Unrestricted income is critical to Community Focus's future success and sustainability. Reliance on grant-based income is not compatible with the cuts, which potentially lie ahead in the public health sector.

We have become increasingly self-sustainable by proactively securing project based funding which has helped ensure future delivery. We endeavour to keep our core (in house) costs as low as possible but plan to increase costs in the near future to ensure they are still affordable and in line with our competitors' cost plans. We will seek new funding programmes arisen in line with COVID-19 restrictions.

With regards to replicating our service, we are also considering providing a full-day offer of our services. This would help ensure that our clients can arrive at CF in the morning, safe in the knowledge that a creative and action packed day will be lined up; capitalising on what we do best at CF – *nurture and create*.

ARTiculate programme is well respected in other London Borough's and we are in discussion with community leaders regarding the viability of extending the model outside of Barnet. This would give CF a broader geographical footprint; opening up new partnerships and horizons.

Reference and administrative details

Charity number: 1139259
Company number: 7442636
Registered address: Friary House, Friary Park, Friary Road, London, N20 0NR

Other advisers

Bankers: HSBC Bank PLC, 789 High Road, North Finchley, London, N12 8JX
Solicitors: DLA Piper UK LLP, 3 Noble Street, London, EC2V 7EE
Independent Examiner: Pitts & SeeUs, Chartered Accountants & Registered Auditor, Studio 6, 6 Hornsey Street, Holloway, London N7 8GR

As described on page 3, Legal and Administrative Information section

Directors and trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and officers serving during the year and since the year-end are described on page 3, Legal and Administrative Information section.

Key management personnel: Director

John McCafferty – Chief Executive Officer

Community Focus Inclusive Arts**Report of the trustees for the year ended 31 March 2020 (continued)****Structure, Governance and Management**

Charity is a company limited by guarantee governed by its Memorandum and Articles of Association. It is registered as a charity with the Charity Commission.

Appointment of trustees

Any changes to the board of directors or trustees are made through majority voting in the board meetings.

Trustee induction and training

The Board of Trustees receive a Trustee Induction Pack, along with an annual induction regarding the health and safety requirements of our art centre and are invited to attend various relevant training courses.

Organisation

The board of trustees administers the charity. The board normally meets quarterly and certain members of the board allocated responsibilities including finance and assurance. The CEO is appointed by the trustees to manage day-to-day operations of the charity. To facilitate effective operations, the director has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment and performance related activity.

Related parties and co-operation with other organisations

None of the trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee and senior management of charity with its activities must be disclosed to the Chairman and Director.

Pay policy for senior staff

Senior staff (Chief Executive Officer) members are paid in consultation with ACEVO pay policy guidelines.

Risk management

The trustees have examined the major strategic, business and operational risks, which the charity faces. They confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to lessen these risks. The trustees have a risk management strategy, which comprises:

- an annual review of the principal risks and uncertainties that the charity face;
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implantation of procedures designed to minimize or manage any potential impact on the charity should those risks materialise.

Community Focus Inclusive Arts**Report of the trustees for the year ended 31 March 2020 (continued)**

This work has identified that the financial sustainability is the major financial risk for charity. A key element in the management of financial risk is regular review of available liquid funding to carry our various arrangements, and active management of debtors and creditors balances to ensure sufficient working capital by charity is maintained.

As part of the overall strategy, attention has been focused on non-financial risks arising from fire, health and safety of staff and associated partners. These risks are managed by ensuring accreditation is up to date, having robust policies and procedures in place and relatively regular awareness training for staff performed in our premises.

Independent examination of accounts

The board decided to take exemption from the statutory audit as the finances of the charity are below required regulatory threshold. The charity obtained independent accountants report pursuant to the statutory compliance for the annual report and the financial statements.

Trustees' responsibilities in relation to the financial statements

The trustees (who are also directors of Community Focus All Inclusive Arts for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

Community Focus Inclusive Arts**Report of the trustees for the year ended 31 March 2020 (continued)**

- there is no relevant audit information of which the charitable company's independent examiner is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant examination of accounts information and to establish that the independent account is aware of that information.

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

By order of the board of trustees



Ajaz Ahmed
On Behalf of the Board of Trustees
5 January 2021

Community Focus Inclusive Arts

Independent Accountant's Report to the Trustees of Community Focus Inclusive Arts

I report on the accounts of the CF for the year ended 31 March 2020, which are set out on pages 23

Respective responsibilities of Trustees and examiner

The Trustees, who are also the directors of Community Focus Inclusive Arts for the purposes of company law, are responsible for the preparation of the accounts. The Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- (i) examine the accounts under section 145 of the 2011 Act;
- (ii) to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- (iii) to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a

Independent examiner's statement

In connection with my examination, no other matter except that referred to in the previous paragraph has come to my attention:

- (a) which gives me reasonable cause to believe that in any material respect the requirements:
 - (i) to keep accounting records in accordance with section 386 of the Companies Act 2006;
 - (ii) to prepare accounts which accord with the accounting records, comply with the accounting requirements of 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities;
 have not been met or
- (b) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Anil Seechurn (FCCA, ACA, CTA), Pitts and SeeUs, Chartered Certified Accountants and Registered Studio 6, 6 Hornsey Street, London, N7 8GR, Dated: 5 January 2021

Community Focus Inclusive Arts
Statement of financial activities (including income and expenses account)
For the year ended 31 March 2020

	Note	Unrestricted funds £	Restricted funds £	Total funds 2020 £	Total funds 2019 £
INCOME FROM:					
Donations & other income	3	1,015	4,000	5,015	349
Generated funds	3	15,258	57,527	72,785	38,572
Charitable activities	4	165,574	-	165,574	172,676
TOTAL INCOME		181,847	61,527	243,374	211,597
EXPENDITURE ON CHARITABLE ACTIVITIES:					
Expenditure on raising funds	5	13,924	22,612	36,536	192,355
Expenditure on charitable activities	5	152,343	30,681	183,024	22,547
TOTAL EXPENDITURE		166,267	53,293	219,560	214,902
NET INCOME/(EXPENDITURE)FOR THE YEAR		15,580	8,234	23,814	(3,305)
RECONCILIATION OF FUNDS:					
Total funds brought forward	12,13	(217,508)	198,650	(18,858)	(15,553)
Allocations	12,13	195,768	(195,768)	-	-
Net movement in funds for the year		15,580	8,234	23,814	(3,305)
TOTAL FUNDS CARRIED FORWARD		(6,160)	11,116	4,956	(18,858)

The statement of financial activities includes all gains and losses recognized in the year. All income and expenditure derive from continuing activities. Donations and other income have been accumulated for the prior period for comparability purposes.

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

**Community Focus Inclusive Arts
Statement of financial position
As at 31 March 2020**

	Note	2020 £	2019 £
FIXED ASSETS			
Tangible assets	8	8,250	8,500
TOTAL FIXED ASSETS		8,250	8,500
CURRENT ASSETS			
Debtors	9	27,264	10,630
Cash and cash equivalents		10,503	41,084
TOTAL CURRENT ASSETS		37,767	51,714
NON-CURRENT LIABILITIES			
Loan	10	(18,000)	-
TOTAL NON-CURRENT LIABILITIES		(18,000)	-
CURRENT LIABILITIES			
Creditors	11	(23,061)	(79,072)
TOTAL CURRENT LIABILITIES		(23,061)	(79,072)
NET ASSETS /(LIABILITIES)		4,956	(18,858)
FUNDS			
Unrestricted funds	12	(6,160)	(217,508)
Restricted funds	13	11,116	198,650
NET SURPLUS/(DEFICIT)		4,956	(18,858)

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



Ajaz Ahmed
On Behalf of the Board of Trustees, 5 January 2021
Company Registration No: 7442636 & Registered Charity No. 1139259

Community Focus Inclusive Arts

Notes to the financial statements for the year ended 31 March 2020

1. Accounting policies

Community Focus All Inclusive Arts, a public benefit entity, is incorporated in England & Wales as a company limited by guarantee not having a share capital. There are currently five Trustees who are also members of the company. The charity is a registered charity. The registered office is given on page 11 is principal place of business. The principal accounting policies adopted, judgements and key sources or estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of accounting

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (FRS 102)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), effective 1 January 2015; and the Companies Act 2006. The Company meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemption available to it in respect of its separate financial statements in relation to presentation of a cash flow statement.

b) Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and Charities SORP FRS 102 the restatement of comparatives items were required. No restatements were required, as none of the items required any changes.

c) Preparation of the accounts on a going concern basis

The charity reported net surplus of £3,305 for the year mainly attributed from the unrestricted funds segment. The surplus was attributable to reduced cost and increased funding. The trustees are of the view that the measures taken subsequent to the year-end to generate increased funding and effective management of operating costs are expected to secure balancing position across segments and develop a sustainable future especially for the next 12 to 18 months and that on this basis, the charity is a going concern. The uncertain economic outlook is a significant area of financial uncertainty, which the trustees have mitigated by reviewing the programmes and driving explicit focus on successful programs including ARTiculate. A course pricing review is performed at the end of each term to ensure sustainability of services. The trustees remain in regular contact with sponsoring local authorities to secure their on-going financial support and London Borough of Barnet is key in this area, which has widely recognised work performed by the charity.

d) Income

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Community Focus Inclusive Arts

Notes to the financial statements for the year ended 31 March 2020 (continued)

e) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Expenditure on raising funds includes the costs incurred in generating fundraising income and Expenditure on charitable activities includes:

- direct costs of delivering services associated with supply of our services to partners
- support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Trusts artistic programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities.
- cost of generating funds are those incurred in securing new program funding
- governance costs incurred to cover all associated compliance

f) Fund accounting

The charity holds unrestricted and restricted funds. The unrestricted funds comprise accumulated surpluses and deficits on general funds. They are available for use at the discretion of the Trustees in furtherance of the general charitable objectives. The restricted funds are funds that are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the charity for specific purpose. The cost of raising and administering such funds is charged against the specific fund.

g) Tangible fixed assets and depreciation

Tangible fixed assets are stated at historical cost, net of depreciation and any provision for impairment. Depreciation is provided at the annual rate in order to write off each asset over its expected useful life with straight-line method at 25%.

h) Cash

Cash at bank and cash in hand includes any short-term highly liquid investment with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

i) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognized at transaction value and subsequently measured at their settlement value.

j) Leases

The charity classifies the lease of printing as operating leases; the title to the equipment remains with the lessor and the equipment is replaced every 3 years whilst the economic life of such equipment is normally 5 years. Rental charges are charged on a straight-line basis over the term of the lease.

Community Focus Inclusive Arts
Notes to the financial statements for the year ended 31 March 2020 (continued)
k) Pension/Benefit to employees

The charity operates defined contribution scheme, which deduct agreed deductions from monthly payroll.

2. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. In the events of the charity being wound up, at any time before, and in expectation of, the winding up or dissolution of the Charity, the Trustees may resolve that any net assets of the Charity after all its debts and liabilities have been paid, or provision made for them, shall on the dissolution or winding up of the Charity be applied or transferred in (a) for purposes similar to the objects of the Charity; or (b) for use for particular purposes that fall within the objects of the Charity. In no circumstances shall the net assets of the Charity be paid to or distributed among the members of the Charity. If no resolution is passed in accordance with the above, the net assets of the Charity shall be applied for such purposes regarded as charitable under the law of every part of the UK as are directed by the Charity Commission.

3. Analysis of activities for generating funds

	Unrestricted	Restricted	2020	2019
	£	£	£	£
Donations and other income	1,015	4,000	5,015	349
John Lyons Foundation	-	34,000	34,000	30,000
Global MSN	-	-	-	8,572
Arts Council	-	10,733	10,733	-
Young Harrow Foundation	-	1,250	1,250	-
Combat Loneliness	-	1,625	1,625	-
Prince of Wales Trust	-	1,500	1,500	-
The National Lottery Community Fund	-	8,419	8,419	-
Garfield Western Trust	15,000	-	15,000	-
Waitrose	258	-	258	-
	16,273	61,527	77,800	38,921
Split				
Donations and other income	1,015	4,000	5,015	349
Generated funds	15,258	57,527	72,785	38,572
	16,273	61,527	77,800	38,921

Community Focus Inclusive Arts

Notes to the financial statements for the year ended 31 March 2020 (continued)

4. Analysis of income from charitable activities

	Unrestricted £	Restricted £	2020 £	2019 £
Outreach projects	3,330	-	3,330	7,644
LBB Short Breaks	33,633	-	33,633	30,253
Fees and subscriptions	89,196	-	89,196	96,635
Articulate	26,114	-	26,114	38,144
Good vibration	4,646	-	4,646	-
Miscellaneous income	6,883	-	6,883	-
Room hire	604	-	604	-
Others	1,168	-	1,168	-
	-	-	-	-
	165,574	-	165,574	172,676

5. Analysis of expenditure on management and administration

	Unrestricted £	Restricted £	2020 £	2019 £
Expenditure on raising funds				
Salaries and wages	11,934	4,941	16,875	66,039
Other costs	1,990	17,671	19,661	126,316
	-	-	-	-
Total	13,924	22,612	36,536	192,355
Expenditure on charitable activities				
Salaries and wages	19,764	2,983	22,747	-
Other costs	132,579	27,698	160,277	22,547
	-	-	-	-
Total	152,343	30,681	183,024	22,547
Total management and administration	166,267	53,293	219,560	214,902

Community Focus Inclusive Arts

Notes to the financial statements for the year ended 31 March 2020 (continued)

6. Net expenditures for the year

	2020 £	2019 £
Net expenditure is stated after charging:		
Depreciation of owned assets	250	250
Fees payable to the accountant for review of the annual report	900	1,030

7. Analysis of staff costs, trustee remuneration and the cost of key management personnel

The average number of staff employed was 3 (2019: 4). The key management personnel consist of 5.

	2020 £	2019 £
Salaries and wages	38,107	66,039
Social security costs	1,515	3,544
Pension	-	266
Total staff costs	39,622	69,849

No trustees received any remuneration during current and prior period.

8. Tangible fixed assets

	Leasehold £	Restricted equipment £	Other equipment £	Total £
Cost				
At 1 April 2019	10,000	36,073	18,658	64,731
At 31 March 2020	10,000	36,073	18,658	64,731
Depreciation				
At 1 April 2019	1,500	36,073	18,658	56,231
Charge for the year	250	-	-	250
At 31 March 2020	1,750	36,073	18,658	56,481
Net book value				
At 31 March 2020	8,250	-	-	8,250
At 31 March 2019	8,500	-	-	8,500

Community Focus Inclusive Arts

Notes to the financial statements for the year ended 31 March 2020 (continued)

9. Debtors

	2020	2019
	£	£
Trade debtors	27,264	10,630
	<u>27,264</u>	<u>10,630</u>

10. Loan

	2020	2019
	£	£
John McCafferty	10,000	-
Peter Soave	8,000	-
	<u>18,000</u>	<u>-</u>

A loan facility was provided on interest free basis repayable in 36 months.

11. Creditors

	2020	2019
	£	£
Trade creditors	16,684	49,072
Other creditors and accruals	6,377	30,000
	<u>23,061</u>	<u>79,072</u>

12. Movement of unrestricted funds

	£
As at 1 April 2019	(217,508)
Allocations	195,768
Income from donations and other income (note 3)	1,015
Income from generating funds (note 3)	15,258
Income from charitable activities (note 4)	165,574
Sub-total	<u>160,107</u>
Expenditure on management and administration (note 5)	<u>(166,267)</u>
As at 31 March 2020	<u>(6,160)</u>

The charity deficit from unrestricted funds is covered through temporary debt from surplus in restricted funds. All these arrangements are monitored as part of the regular financial performance reviews. The charity ensures that funding assigned as restricted is strictly used for the specific nature of the arrangement to ensure compliance with funding organisations.

Community Focus Inclusive Arts

Notes to the financial statements for the year ended 31 March 2020 (continued)

13. Movement of restricted funds

	Balance at 1 April 2019	Incoming Resources (note 3)	Resources Expended (note 5)	Allocations	Balance at 31 March 2020
	£	£	£	£	£
London Borough of Barnet (a)	44,481	-	-	(44,481)	-
ARTiculate (b)	109,796	-	-	(109,796)	-
John Lyons (c)	-	34,000	(31,301)	-	2,699
Royal British Legion (d)	23,160	-	-	(23,160)	-
Big Lotto Celebrate (e)	9,535	-	-	(9,535)	-
Global Make Shift (f)	11,678	-	(2,884)	(8,794)	-
Donations & other income (g)	-	4,000	(4,000)	-	-
Arts Council (h)	-	10,733	(10,733)	-	-
Young Harrow Foundation (i)	-	1,250	(1,250)	-	-
Prince of Wales Trust (j)	-	1,500	(1,500)	-	-
Combat Loneliness (k)	-	1,625	(1,625)	-	-
National Lottery (l)	-	8,419	-	(2)	8,417
	198,650	61,527	(53,293)	(195,768)	11,116

- a) Historically we were funded circa £47k from LBB. This fund was the charity's core grant which was terminated on 31 March 2017. It helped to subsidise our in house/outreach courses. We have increased the in house/outreach course fees in response to this over the period.
- b) A fulltime project manager post has been funded since 2014. The funding was reliant upon match funding from other sources. This title ARTiculate is an amalgamation of smaller funding pots which have been sourced to leverage salary funding.
- c) This funding slot was secured for a one-year project in conjunction with requirements from the fund. The charity will be running workshops for old and vulnerable people.
- d) This grant was received for holding summer event for old and vulnerable people.
- e) A grant for running various workshops over the course of the next year for old and vulnerable people
- f) A grant for running various courses and projects for vulnerable young students
- g) Specific donations for assisting on project costs
- h) A grant for running specific arts and film making projects as joint venture
- i) Specific grant for assisting on project costs
- j) Specific grant for assisting on project costs
- k) Specific grant for assisting on project costs for 10 students to attend inhouse classes
- l) Grant provided for 2020/21 period for specific arts projects

Community Focus Inclusive Arts

Notes to the financial statements for the year ended 31 March 2020 (continued)

14. Analysis of net debt between funds

	General	Restricted	Total
	£	£	£
Tangible assets (note 8)	8,250	-	8,250
Cash and cash equivalent	10,503	-	10,503
Other net current (liabilities)/assets		(13,797)	(13,797)
Total	18,753	(13,797)	4,956
		-	

Financial commitments

The charity has no current borrowings or investments. Only relevance of the financial commitments includes operating lease commitments, which relate to building premises with expiry in 22 years. Total future minimum lease payments under non-cancellable operating leases:

	2020	2019
	£	£
Total lease commitment	99,210	103,720
		-

With effect from January 2020, the charity will be facing an increased annual building lease commitment which is subject to 5 year break by either party.

15. Related party transactions

No trustee received payment for professional or other services supplied to the charity during the year (2019: £nil). Charity's Finance manager is the wife of the treasurer and in her own right is a qualified chartered accountant, who charges significantly less than the market rate to the charity for her business support services. Total charges paid by the charity for the Finance manager services was £4,400 for full accounting period.