

Company registration number: 06397532
Charity registration number: 1121975

Attitude is Everything
(A company limited by guarantee)
Annual Report and Financial Statements
for the Year Ended 31 March 2021

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Trustees' Report for the year ended 31st March 2021 (continued)

CHAIR'S REPORT FOR THE YEAR ENDED 31 MARCH 2021

I'm delighted to be presenting my first annual report as Chair of Attitude is Everything, having been appointed in December 2020 alongside my co-Chair Hannah McKearnen. I would like to thank my predecessor in the role Katie Ann Smith for her impeccable service to the organisation alongside her co-Chair Marnie Middlemiss who stepped down at the same time.

The financial year ending 31st March 2021 has been one of challenges, not only for Attitude Is Everything but also the larger music and live events industries within which we operate, in addition to the world at large, given the devastating Global Covid-19 pandemic. Covid-19 has brought with it home working and the wholesale cancellation of live events as well as risk to life. The risks and restrictions brought by the pandemic have disproportionately affected Deaf, disabled and neurodivergent people, and the universal closure of the live events sector and multiple attempts at "re-opening" have brought with them challenges to ensure that Deaf, disabled and neurodivergent people are not experiencing further prejudice and lack of access, and that our past successes in improving access are not reversed. Consequently, we have been active in making sure our beneficiaries are being heard by advising the Department for Digital Culture, Media and Sport, as well as working closely with the live events sector as reopening progresses.

The organisation itself has faced further challenges including the prolonged absence through ill-health of its CEO Suzanne Bull, MBE, who thankfully continues to recover. This prompted the Trustees to put in place an Interim Trustee Support who then recommended the appointment of an Interim Director of Strategy, music industry professional Vick Bain, who worked with the Trustees to carry out a re-organisation designed to strengthen the financial expertise within the team, creating a new role for Suzanne as Founder. This in turn meant that we needed a strong and experienced Managing Director, and we were delighted to recruit Celia Makin-Bell into this newly created role, although she joined us after the end of the financial year. This year we said goodbye to Ailsa McWilliam, Steve Willcox and Charlotte Law and we'd like to thank them all for their support of our mission.

This year also saw the sad passing of some of our key supporters and we would like to acknowledge here the work they have done for our organisation and their support for the requirements of Deaf, disabled and neurodivergent people. They include one of our patrons, Mike Weatherley MP, and two of our longstanding volunteers, Julie Langdale and Bob Soutar.

We welcomed new appointments made during the year with Paul Hawkins' promotion to Head of Volunteering and Skills Development, and Phoebe Roberts joining as Skills Development Manager. The Board was also joined by new trustee Jenny Hamada, Director of Events for European Festivals at AEG Presents, and who brings with her considerable expertise from the commercial live music and events industries. Mel Barber stepped down from the Board in 2020 and we would like to acknowledge the considerable support she has given the organisation over the last 4 years.

Through the incredible support of our main funders – Arts Council England, the National Lottery Community Fund, Esmée Fairbairn Foundation and Paul Hamlyn Foundation – we have managed to end the financial year in a positive and resilient position. Further funding support has been given to the organisation by the Manor 2056 Charitable Trust, to whom we are also grateful.

In other good news we saw the organisation reach its 20th anniversary. While our celebrations were, of necessity, muted we were able to look back on the achievements of our organisation over the past 20 years to see the extent to which we have improved the lives and access to opportunity for our constituents of Deaf, disabled and neurodivergent people.

Trustees' Report for the year ended 31st March 2021 (continued)

However there remains much to do. We are looking forward to increasing our support for training across the music and live events industries as Deaf, disabled and neurodivergent people remain very underrepresented; as employees and artists as well as audience members.

Throughout this set of accounts you will see further information relating to the work the organisation has carried out, including the launch of our Beyond the Music Programme to improve access to employment and volunteering opportunities in the live music and events industries, our Next Stage Artist development programme which continued to support artists throughout Covid-19, our vital campaigning work which included developing the Audience Access Alliance, and the development of a new suite of online training and consultancy models. We also continued to provide vital support and guidance to our Charter Venues, Festivals and to Grassroots venues across the UK. As the sector recovers from Covid 19, we have set our sights on creating key partnerships with the music industry at large.

In order to do this it is important to acknowledge and thank the dedication and support the organisation has received from its funders, from its staff, from Vick Bain, from our fantastic volunteer mystery shoppers and from our Trustees. I would also like to thank Reed Smith for legal support over the year.

Jane Dyball, Co-Chair

Trustees' Report for the year ended 31st March 2021 (continued)

The Board of Trustees are pleased to submit their report and independently examined financial statements for the year ended 31st March 2021.

Reference and Administrative Information

Attitude is Everything is a charitable company limited by guarantee, incorporated as a company on 12th October 2007 and registered as a Charity on 13th December 2007. Attitude is Everything Limited began trading on 1st April 2008, having separated from Artsline Limited.

The company was established under a Memorandum of Association which established the objects and the powers of the charitable company and is governed under its Articles of Association.

Attitude is Everything is a registered charity (number 1121975), is constituted as a company limited by guarantee (number 06397532) and is registered for VAT (number 341354524). Its objects, powers and other constitutional matters are set out in its Memorandum and Articles of Association. These financial statements comply with current statutory Memorandum and Articles of Association and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Registered office

54 Chalton Street
Kings Cross
London
NW1 1HS

Directors

The directors of the company are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees. The trustees serving during the year and since the year end were as follows:

Jane Dyball – Co-chair from Dec 2020
Hannah McKearnen - Co-chair from Dec 2020
Katie Ann Smith - resigned March 2021, Co-Chair to Dec 2020
Marnie Middlemiss Co-chair to Dec 2020
Zoe Hallam
Will Steadman
Melanie Barber - resigned April 2020
Rachael Burton
Stephen Moore – Treasurer
Jacqui Adeniji-Williams
James Drury
Aminde Virdee
Jennifer Hamada – appointed June 2020

Principal Staff

Suzanne Bull MBE – Founder (previously Chief Executive Officer until March 2021)
Celia Makin-Bell – Managing Director (Appointed July 2021)
Ailsa McWilliam – Director of Operations (To April 2021)
Gideon Feldman – Head of Programmes and Business Development
Jacob Adams – Head of Research and Campaigns
Paul Hawkins - Head of Volunteering and Skills Development

Trustees' Report for the year ended 31st March 2021 (continued)

Company Secretary

Celia Makin-Bell

Patrons

Amadou and Mariam
Isabel Monteiro (Drugstore)
Susan Hedges
Alan McGee
Jon Drape

Lord Clement-Jones CBE
Blaine Harrison
Paul Maynard MP
Robert Wyatt

Bankers

Unity Bank Trust
9 Brindley Place
Birmingham
B1 2HB

The Co-operative Bank
P.O Box 250
Skelmersdale
WN8 6WT

Solicitors

Bates Wells & Braithewaite London LLP
2-6 Cannon Street
London
EC4M 6YH

Independent Examiners

Additude Ltd
9 Rhapsody Court
Wakeman Road
London NW10 5DF

Objects, Aims and Activities

Objects and Aims

The objects of the charity are:

- To advance the education of the public in the subject of improving Deaf and disabled people's access to music, whether they be audience, staff or artists.
- To relieve the needs of disabled people by working with the music industry to raise awareness of disability issues and remove physical and attitudinal barriers that may exist in the sector.
- The promotion of equality and diversity for the public benefit by:
 - The elimination of discrimination on the grounds of race, gender, disability, sexual orientation or religion.
 - Advancing education and raising awareness in equality and diversity, in particular in relation to the issues that Deaf and disabled people face within the music industry.
 - Promoting activities to foster understanding between people from the music industry and Deaf and disabled people from diverse backgrounds.
 - Conducting or commissioning research on disability equality and diversity issues and publishing the results to the public.
 - Cultivating a sentiment in favour of disability, equality and diversity.

Trustees' Report for the year ended 31st March 2021 (continued)

- In the interests of social welfare to provide or assist in the provision of facilities for recreation or other leisure time occupation with the object of improving the conditions of life of disabled people.

The Vision that shapes our Mission Statement, Values, Core Aims and annual activities is:

The future we want to see...

Music and event industries that include Deaf and disabled people as audience members, performers, employees and volunteers.

Our Mission Statement:

What we're doing to make that future a reality...

Attitude is Everything connects Deaf and disabled people with music and event industries to improve access together.

Through our work:

- Deaf and disabled people lead the change.
- Industry professionals learn from real-life experience and expertise.
- Barriers are identified and removed.
- Best practice is celebrated and rewarded.
- More Deaf and disabled people play their part in music and event industries.

Our Values are that:

- Deaf and disabled people's experiences are valuable and can positively influence a change in the music industry's approach.
- Our ethos is to be supportive and encouraging to the music industry so that the best possible outcomes can be achieved.
- We invest in developing our users, volunteers, staff and Board of Trustees because we believe them to be our most valuable asset.

Our Core Aims underpin our annual activities, and these are:

- To increase the number of Deaf and disabled people participating in music.
- To raise awareness of the barriers that Deaf and disabled people face at live music events and to demonstrate how to overcome them.
- To show and highlight best practice in access and set an example to those we wish to influence.
- To develop the skills and confidence of Deaf and disabled people so that they can better engage with the music industry.

Activities

The principal charitable activity of Attitude is Everything is in seeking to meet the above aims. We deliver our services through various outdoor activities, events, carnivals and other projects in schools and in the community.

Trustees' Report for the year ended 31st March 2021 (continued)

During 2020-2021 the Covid-19 crisis meant that a number of our activities were either curtailed or delivered in alternative formats.

Our key activities undertaken in the period are:

Charter of Best Practice

Our Charter of Best Practice standards were recognised by the UK Live Music Group as the 'industry standard' in August 2017. As well as signing new festivals and music venues to the Charter, our existing Charter venues and festivals continued to make a commitment to reach the Bronze, Silver and Gold benchmarks of achievement set out for each stage of the award, whilst we provided full support and training to each venue through every stage.

Alongside making live music accessible to audiences and employees, our ambition is also that Deaf and disabled artists are able to perform anywhere they wish. Our approach is holistic and rooted in access, inclusion, equality and best practice. We support all Charter venues and festivals to aim for Gold by demonstrating an ongoing commitment to improving accessibility. Through the Charter, we work with events producers to ensure they are inclusive in delivering artistic excellence.

Disability Equality Training

Our creative approach to designing training packages is geared around our core training activity which caters to people working within the live music and outdoor events industries. The training influences the people working within the music industry to make change and increases the impact of our work at all levels within that industry. It is delivered by people with lived experience and we have trained over 7,500 industry professionals to date and in an average year train around 800 people across a wide range of client bases.

Mystery Shopping

Remaining at the heart of our work, our volunteer Deaf and disabled Mystery Shoppers provide feedback on the accessibility and overall experience at not only the Charter venues and festivals, but also many grassroots music venues, clubs and festivals of their choice. During this financial year the closure of many venues, alongside cancellation of major events, meant that this programme was paused for many months, but we continued to support and grow our volunteer base with online engagement sessions.

Festival Volunteering

By working in partnership with Oxfam, Glastonbury and Festival Republic, we not only make their recruitment and onsite support accessible, but we also support disabled customers by providing empathetic and knowledgeable staff for viewing platforms and accessible campsites.

Most of our festival volunteering opportunities have been offered via our Mystery Shopping Project and on the projects that we run in partnership with Oxfam, Glastonbury and Festival Republic for Deaf and disabled people who want to work in our information tents or as stewards onsite.

During 2020-2021 we were able to recruit volunteers to support festivals but due to festival cancellations and concerns for health and safety of volunteers and staff, no face to face activity was delivered.

Access Consultancy

Our Access Consultancy service delivered or overseen by our NRAC (National Register of Access Consultants) qualified Head of Programmes and Business Development, works with the festivals for live event access consultancy and venues in the built environment. It improves accessibility to live music for audiences and employees and provides festivals with the onsite support to create bespoke interventions to fit the diverse needs of clients.

Trustees' Report for the year ended 31st March 2021 (continued)

Research and Campaigning

An important part of Attitude is Everything's role will always be to highlight specific issues to the music industry, change attitudes and raise awareness of issues facing Deaf and disabled people at music events. Our aim is for this to lead to both policy and law change in the UK, encouraging the music industry, local authorities and the government to implement best practice.

Artist Development Programme

Our 'Next Stage' programme is an innovative artist development initiative, aiming to make the music industry more accessible beyond the audience. We work in 5 key areas - Artists, Funders, Spaces, Venues and Festivals and promoters. We are identifying the barriers that exist for Deaf and disabled people and, working with the music industry, are putting in place initiatives to increase Deaf and disabled artists and promoters performing, putting on events and developing their careers.

Beyond the Music

Beyond the Music is our National Lottery Community Fund programme which aims to improve access to employment and volunteering opportunities in the music and live events industry for Deaf and Disabled people.

Achievements and Performance

The combination of Covid-19 and long-term sick leave of our CEO, Suzanne Bull, had a major impact on the organisation during 2020-2021. Whilst our staff team and SMT were well-equipped to respond to these challenges operationally, the Board took steps to stabilise the organisation by providing temporary support from a Trustee, before appointing Vick Bain as Interim Director of Strategy in the summer of 2020. Vick and the team worked together to produce a new Business Strategy 2021-2025 for the organisation.

In Spring 2021, the charity undertook a reorganisation to provide greater support around financial management, fundraising, corporate development and operations in order to create a more resilient, dynamic, ambitious and agile organisation. To that end, the charity recruited for a Managing Director in Spring 2021, with the role being filled in July 2021. At the same time, our CEO's role changed to that of 'Founder', with adjustments to job description to reflect a more external and strategic role than previously held.

Achievements

Covid-19, and the resulting closure of the live events industry, has had a major impact on our performance and achievements in 2020-2021. An immediate impact was a stark reduction on the attendance of Deaf and Disabled people at Charter Venues and Festivals, with venues and festivals not being as responsive to our request for data as they previously been due to staff furlough and redundancies. We therefore focused our attention on maintaining and strengthening existing relationships to support the cultural sector and ensuring that accessibility remained on the agenda, with a particular focus on collaboration with industry umbrella organisations, partner disability and access organisations, and DCMS-led groups producing Covid-19 guidance. Key achievements during 2020-2021 were:

- Forming the Audience Access Alliance in September 2020, bringing together a coalition of organisations united by a focus on Deaf and disabled audiences to share information and be ready to respond to developments in the UK's reopening journey and beyond.

Trustees' Report for the year ended 31st March 2021 (continued)

- Launching our Beyond the Music programme in August 2020, funded by the National Lottery Community Fund, to improve access to employment and volunteering opportunities in the music industry for Deaf and disabled people.
- Working closely with the DCMS to advocate for improvements in official guidance for the industry, leading to our co-production of the highly influential 7 Inclusive Principles for the Arts, a blueprint for organisations in how they can implement inclusive reopening practices which has now been adapted for Australia.
- Securing long term re-investment from Esmée Fairbairn Foundation (to support our activity to explore new business streams and to employ a Business Development Officer) and Paul Hamlyn Foundation (core funding to underpin the delivery of our strategic objectives in the context of the impact of Covid-19 on our work, our beneficiaries and the live music and events industry).
- Flexing our delivery models to introduce programmes of online consultancy, training and support for our Charter programmes, training provision and artists Access Hours programmes through Next Stage
- Providing ongoing support and guidance to the sector to support an inclusive reopening of the sector including Access Guides for online/digital events and The Seven Inclusive Principles for the Arts
- Developing our Next Stage Networks to make them a crucial source of peer support for disabled artists and industry artist funders during the pandemic.
- Developing our Digital Fundraising activities.

Working in partnership with a range of organisations and stakeholders is a key part of our success in driving strategic change, and this has become ever more important over the last 12 months. In the year under report, our key delivery partners were DCMS working groups – Festivals and Events and Entertainment Groups, Music Venues Trust, Featured Artist Coalition, Glastonbury, Festival Republic, Audience Access Alliance members (including Level Playing Field, Shape Arts, Stay up Late and Transport for All), 7 Inclusive Principles partners (We Shall Not Be Removed, Ramps on the Moon, Paraorchestra and What Next?), British Council and Independent Venue Week. We also took part in the UK Music Diversity Taskforce, AIM Equality and Diversity Action Group and Ivors Academy Ethics Committees.

Performance**Charter of Best Practice**

Despite the challenges of Covid-19 we continued to support and assist our Charter venues and festivals to continue to develop their accessibility, including rolling out a range of online support sessions. The switch to online delivery, with the establishment of Charter of Best Practice introductory sessions and online training seminars, removed barriers to participation and reduced organisational costs and time due to lack of travel. This shift has undoubtedly strengthened our ability to engage industry professionals across the UK and at every level of the industry, who may not have otherwise been able to attend one of our sessions. 23 venues accessed introductory sessions and we ended the year with 212 Charter Venues and Festivals, with 12 Charter Venues and Festivals now at Gold and 38 at Silver. We have 40 grassroots venues signed up to our Grassroots Charter, helping to make grassroots live performance more inclusive.

Disability Equality Training

We continued to ensure that the workforce is appropriately skilled to create accessible and inclusive events that go beyond the Equality Act and achieve best practice. We contributed to the training of the workforce – over 200 people across 18 sessions received our bespoke Disability Equality Training.

Trustees' Report for the year ended 31st March 2021 (continued)

Mystery Shopping and Festival Volunteering

Our Mystery Shopping programme, funded by Arts Council England and Paul Hamlyn Foundation was severely impacted this year due to the impact of Covid-19 on the music and live events industry, meaning that we ended the year having completed a very limited number of shops. However, we continued to grow our network of Mystery Shoppers, ending the year with 800 members and continued to develop our peer mentor programme of volunteers who help us shape our engagement with Mystery Shoppers. By the end of the year, we had reinstated the programme and were experiencing high levels of demand from both venues/festivals and volunteers.

As already stated, we were not able to deliver our Festival Volunteering Programme this year, due to constraints of Covid-19. This was very disappointing for us but we continued to engage with, and support, our key partners at Glastonbury, Latitude, Download, Reading and Leeds.

In June 2020 we celebrated 15 years of working in partnership with Glastonbury, our first Gold Charter Festival, highlighting the year-on-year improvements to all aspects of the attendee experience, making it one of the most accessible festivals in the world.

In the words of one of our Festival volunteers: *"I've been to so many festivals, but none have come close to how inclusive, how welcoming, how diverse and how exciting Glastonbury is. Just the sheer effort they've gone to, to make it a safe space for all, is fantastic. Spring Ground is such a lovely campsite, and the routes for access customers throughout the site make getting around far easier than I ever expected. I was told by countless people that it's way bigger than you think, and that it's hard going - but I really didn't find that to be the case when I finally got to go last year. The zoning, the bus, the backstage routes - they all make it so easy to get around in a powered wheelchair. The viewing platforms are great, being able to see so many incredible bands. And, finally, the atmosphere - if they could bottle it - well, I'd be first in line."*

Access Consultancy

Despite the challenges of Covid-19, we adapted our consultancy provision and continued to provide a range of services across a range of settings, including development of well attended webinars. The move to additional online delivery enabled us to develop a range of international partnerships including a British Council funded programme, exporting our expertise through seminars and workshops across 4 South East Asian countries and an exciting partnership with G7. We also developed our regional/cross UK work with new partnerships with Bristol Beacon and Anthem Wales.

Research and Campaigning

There have been a number of key developments in our research and campaigning work during the year, with priority given to supporting the needs of our key projects alongside steering our organisational response to Covid-19. We had intended to celebrate our 20th birthday in May 2020, but due to the challenges of Covid-19, we postponed our planned celebrations and launched our Play Your Part campaign. The campaign highlighted how we were supporting Deaf and disabled music and events fans, artists, volunteers and professionals, alongside the music and live events industry through Covid-19 and the reopening of the sector. We formed the Audience Access Alliance in September 2020, bringing together a coalition of organisations united by a focus on Deaf and disabled audiences to share information and be ready to respond to developments in the UK's reopening journey and beyond. We also published a range of practical resources to support engagement during Covid-19 including our Access Guide for Online Music Events, practical venue reopening guidance and were key partners in the production of the highly influential 7 Inclusive Principles for the Arts. Our advocacy work continued at national level including close work with DCMS on sector guidance.

Trustees' Report for the year ended 31st March 2021 (continued)

'Next Stage' Artist Development Programme:

Despite the challenges of Covid-19, our artist network continued to grow, including the development of a partnership with the Featured Artists Coalition to create an innovative joint ambassador programme, which now forms the blueprint for similar schemes across our other Deaf and disabled beneficiary groups.

We developed a number of digital initiatives to support our artists network including our Next Stage Funders group which has been an essential information sharing platform for all members since April 2020, and led to us developing an entirely new training stand for funders to benefit artists. We also ran a programme of 'Access Hours' in conjunction with our Beyond the Music Programme, connecting aspiring professionals and artists with key figures and organisations from across the music and live events industry.

We also secured a new partnership with Independent Venue Week (IVW) to work with their partner promoters in advance of IVW22, to break down the barriers that prevent artists from developing their live careers.

Beyond the Music

In August 2020 we formally launched Beyond the Music, a new major three-year programme funded by National Lottery Community Fund that aims to boost employment opportunities for Deaf and disabled people in the commercial music sector. The programme supports Deaf and disabled people to gain the necessary skills, experience, support and contacts they require to work or volunteer in the music industry, while providing training, resources and guidance to help music businesses build a truly inclusive work environment.

Key developments in the year included the launch of the Beyond The Music Network which offers Deaf and disabled people working or seeking to work in the industry opportunities to meet, network, share ideas and find support around navigating the industry, development of our Accessible Employment toolkit and development of partnerships with key sector players.

Plan for Future Periods

As the organisation enters the 2021-2022 financial year the music and live events sector is still facing a number of major challenges and our focus continues to be on delivering our vision that Deaf and disabled people can be audience members, employees or artists at any live music event of their choice: music without barriers.

Our 2021-2025 Business Strategy outlines 4 key priority areas for the organisation over the period:

- 1) a company Mission re-focus and update of the company Objectives
- 2) growing the Charity's finances steadily over the next four years through both earned income and major funder strategies
- 3) building upon our good reputation and networks across this sector by strategically cementing our public affairs profile, refreshing the website, and building social media following
- 4) ensuring the business has the right skills and expertise it needs to successfully fulfil these ambitions including investing in business development resource and ensuring the company has the right financial expertise required as the company grows in size and complexity.

Trustees' Report for the year ended 31st March 2021 (continued)

Our ambitious delivery plans for 2021-2022 include:

Programmes:

- Relaunching our national Mystery Shopping programme when events re-open, seeking to harness our network of Deaf and disabled people across the UK.
- Resuming signing diverse venues and festivals to the Charter of Best Practice (50% grassroots venues and 20% 'non-traditional'), to support reopening in 2021 and the return of some festivals in 2022. We hope to record at least 99,000 Deaf and disabled audience members across Charter members in 2021-2022, taking into account the continued impact of Covid-19 on attendance.
- Setting up a new Charter Network to enable remote collaboration and peer-learning amongst professionals implementing our framework.
- Re-launching our Charter programme, with an updated framework for membership that includes online event accessibility and guidance drawn from our Next Stage and Beyond the Music programmes.
- Seeking to tackle 'cold spots' in our Charter of Best Practice coverage.
- Launching our Music Cities initiative, which will building local campaigns around networks of local people and music and event professionals to 'uplift' the accessible offer in specific cities around the UK, generating further impact for our Charter and published guidance.
- Working with talent development partners across the UK via our Next Stage and Beyond the Music programmes including our Future Leaders Programme.
- Continuing to grow our Artist Network to 150 members that span genres and regions.
- Continuing to grow our Access Hours series, delivering 3-4 sessions per quarter.
- Building a new Professionals network including employees drawn from our Charter venues and festivals, generating career development opportunities for aspiring Deaf and disabled creative industries professionals with existing and new industry partners.
- Publishing a new Accessible Employment Toolkit for the music and event industries, including roll-out across our Charter and other industry partners.
- Launching a range of development programmes through Beyond the Music including an event production course
- Expanding our existing festival volunteering and mystery shopping offer into a broader casual volunteering offer with more flexibility and choice in terms of how Deaf and disabled people interact with and support their local creative communities.
- Implementing and monitoring against a newly revised Equality and Diversity Action Plan which spans our internal and external work, including target shifts to better represent our UK-wide reach and a commitment to address intersectional barriers across everything we do.

Research and Campaigns:

- Launching a major joint campaign in Autumn 2021 with the Association of Independent Festivals, the Association of Festival Organisers and the British Arts Festivals Association to generate concrete improvements across their memberships for events taking place in Summer 2022 and beyond.
- Creating resources and a joint campaign with Independent Venue Week to develop grassroots promoters' ability to meet the access requirements of Deaf and disabled artists.
- Continuing to conduct and publish research around the needs of Deaf and Disabled audiences and artists
- Further developing our Ticketing Without Barriers work

We will also continue to deliver on organisational/business development and change, including:

Trustees' Report for the year ended 31st March 2021 (continued)

- Preparing our next 4 year National Portfolio Fund bid to Arts Council England, including Business Plan to 2027
- Re-examining our Communications and Public Affairs, marketing, fundraising and commercial income strategies.
- Investing in a new website to sell and promote our work, alongside an integrated CRM system to improve monitoring and relationship tracking across the team.
- Further developing our offer to support the music and live events industries with the anticipated shift to hybrid online and in person events.
- Implementing a new model of hybrid working to incorporate office and home working, retaining the shift, where possible, to online meetings to cut down on travel for all parties.

Public Benefit

Attitude is Everything carries out a wide range of activities as detailed in pursuance of its charitable aims. In setting our work programme each year the trustees have regard to the

Charity Commission's guidance on public benefit and ensure activities we undertake are in line with our charitable objectives and aims.

The Trustees are satisfied that the Company's activities throughout the year provided public benefit because:

- the majority of its activities were provided on commission and are free to the public;
- activities gave the public, both through participation and as audiences, access to a very high standard of artistic work; and
- feedback from participants consistently praised the work of the Charity

Financial Review**Review of Statement of Financial Activities and Statement of Cashflows**

Despite the challenging circumstances facing the charity, and the wider sector, we had a successful year and have remained financially resilient due to the support of our funders and careful financial management. During 2020-2021 the charity also made a surplus on its General Fund of £147,581 (2020 - £10,812) in the year. This was owing to a combination of: strong support from existing funders, reduced levels of project activity, focused cost savings and delays to key recruitment activity during the period. The impact of these factors more than offset the fall in earned income versus the prior year. Owing to the ongoing support of our funders, the organisation did not need to utilise any of the sector-specific Covid-19 support programmes created by the UK Government during 2021-2022.

Balance Sheet Review

Overall, at 31st March 2021, the charity had total reserves of £255,092 (2020 - £140,856). These reserves were made up of free reserves (funds which are neither restricted nor designated) of £251,451 (2020 - £103,870) and restricted grants and donations of £3,641 (2020 - £36,986). At that time the charity held cash at bank of £280,603 (2020 - £117,664).

During the period to 31st March 2021 free reserves increased from £103,870 to £251,451. This increase is a result of the surplus achieved in the period. Restricted grants and donations totalling £139,661 (2020 - £131,804) were received during the year. Not all the restricted income received was spent in the year, with £3,641 (2020 -£36,986) held on the balance sheet at 31st March 2021.

Trustees' Report for the year ended 31st March 2021 (continued)

Compliance with Reserves Policy

Attitude is Everything's reserves policy is designed to reflect the underlying risks facing the charity and to ensure that we have an appropriate level of reserves to safeguard its operations. We are in compliance with the Reserves Policy (as set out in the Structure, Governance and Management section) for 2020-2021 and will continue an annual review of this policy and the underlying risks.

Structure, Governance and Management**Governing document**

The Memorandum of Association which established the objects and the powers of the charitable company and is governed under its Articles of Association.

Governance

It is the Board's duty to:

- Establish the guiding principles and policies for the organisation (through the decision-making process outlined below).
- To delegate responsibility and authority to those who are responsible for enacting the principles and policies (Managing Director, Founder and Staff).
- To monitor compliance with those guiding principles and policies.
- To ensure that Staff and Board alike are held accountable for their performance.

The Board of Trustees operates from a position of trust in the Managing Director, Founder and Staff. The Trustees are confident that the Managing Director and Founder can ensure that the organisation operates in an effective and ethical manner. Our principles and guidelines for Trustees are therefore designed to create some 'distance' between the Managing Director, Founder and Trustees, to enable the healthy level of challenge necessary to make sure the interests of the organisation and its users are protected.

Responsible governance of the charity is exercised through the Board of Trustees who are all trustees of the charity ('the Board'). The Board is made up of independent lay members who are responsible for the conduct of Attitude is Everything and for ensuring that it satisfies all legal and contractual obligations. The trustees are volunteers and are not remunerated for their time.

The Board is responsible for setting the strategic direction of the charity and is ultimately accountable for how effectively the charity meets the defined aims through direct charitable activity. The Board employs executive, administrative and operational staff to engage in activities related to governance as defined by SORP (FRS102) such as strategic planning and direct charitable activities such as advice services to service users.

The Board meets at least four times a year. The Board delegates day to day responsibility to the Managing Director who is required to attend Board meetings and to report on all operational and financial matters including staff matters and service delivery. The charity pays a premium for professional indemnity insurance for its Trustees which is included within the total insurance premium payable each year.

Trustees' Report for the year ended 31st March 2021 (continued)

Recruitment and appointment of new trustees

Candidates are required to complete a formal application process which includes completing an application form with two referees (one Employment and one Character) and if successful at application form stage, attending an interview. Interviews are carried out by one of the Co-Chairs, one other trustee and the Managing Director and/or Founder. Notes and interviewers' recommendations are then circulated to other Board members. Once references and interviewers' recommendations are deemed to be satisfactory by the Board, successful candidates are invited to observe a Board meeting. New trustees can be voted onto the Board any time after these steps have been taken.

They receive an Induction Pack that includes:

- Attitude is Everything Memorandum and Articles.
- Our latest Annual Report and Accounts.
- Our Strategic Plan, including budget.
- Trustee Job Description and Person Specification.

Trustees are required to abide by Attitude is Everything strict Code of Conduct for Trustees and declare any potential conflicts of interests. Trustees receive specific training in the roles and responsibilities of charity trustees and finance.

The Trustees as charity trustees have control of Attitude is Everything and its property and funds. The minimum number of Trustees shall be three, but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum. At least 10% of whom must be Deaf or disabled, due to the nature of Attitude is Everything's Vision and Values. The subscribers to the Memorandum are the first Trustees of Attitude is Everything. Every Trustee signs a declaration of willingness to act as a charity trustee of Attitude is Everything before they are eligible to vote at any Board meeting. Apart from the existing Trustees named in our Memorandum and Articles, every Trustee must be appointed for a term of three years. The Trustees may at any time decide to appoint a new Trustee, whether in place of a Trustee who has retired or other circumstances according to our Memorandum and Articles, provided that any limit on the number of Trustees would not as a result be exceeded and further provided that the minimum number of Deaf or disabled Trustees has been maintained. A Trustee who has served for two consecutive terms may not be reappointed for a third consecutive term but may be reappointed after an interval of at least one year.

The Board is committed to continuing to ensure that the organisation is both disability and female-led. At time of writing, 50% of the senior leadership team of the organisation identify as disabled (the figure increasing to 57% if senior managers are included) and 70% of staff and trustees. 100% of the senior leadership team of the organisation identify as female, alongside 60% of staff and trustees. However, we recognise that the staff and Trustee team does not currently reflect the ethnic diversity of both London and UK more widely, and we plan to address this by proactively working with local and national partners, including the diverse partner organisations that we have named in this report.

Principle Risks and Uncertainties

During 2020-2021 the impact of Covid-19 on our sector has been significant and the live industry has suffered from major disruption and both immediate and long term challenges. Alongside this, the CEO, Suzanne Bull was absent on sick leave for the majority of the financial year.

Throughout the financial year, Trustees and staff have proactivity addressed these challenges including:

Trustees' Report for the year ended 31st March 2021 (continued)

- The creation and implementation of a Business Continuity Plan and budget, identifying risks the organisation may face
- Development of a 2021-2025 Business Strategy that set a clear roadmap for business recovery
- Implementation of systems and procedures to mitigate those risks and minimise the impact should the risk materialise
- A management plan for absence of key personnel including Interim Trustee Support and an Interim Director of Strategy role that continued throughout the financial year
- Regular dialogue with funders to update them on any changes to programmes
- Managing and protecting solvency through a regular cashflow reports to the trustees
- Reducing expenditure through tightening controls

While it is difficult to estimate the long term damage caused by Covid-19 to the live music industry and the uncertainty over what the Government's rules and regulation will be for the live events industry, it is clear that there will be significant, long-term disruption and the Board are monitoring the situation closely and taking all measures necessary to ensure the stability of the organisation.

The charity undertakes periodic reviews for different areas of risk including, insurance cover; health and safety policies in the workplace and whilst performing; working with young children; financial affairs (through regular reporting and monitoring); personnel practices; ICT technology. In relation to these matters, and apart from matters completely outside the charities' control, the trustees consider that the risks to which the charity is subject have been mitigated to a satisfactory level.

The trustees of Attitude is Everything have a risk management strategy which comprises:

- An ongoing review of the principal risks and uncertainties the charity faces.
- The establishment of policies, systems and procedures to mitigate those risks identified.
- The implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.
- Management and monitoring of adequacy of risk management policies, systems and procedures, including the Reserves policy.

Pay policy for staff

Attitude is Everything seeks to be a fair and good employer of choice. It seeks to engage talented people at all levels of the organisation and to benefit from the exercise of these people's talents. Within the framework of our terms and conditions of employment, we are committed to rewarding its employees with a mixture of pay and benefits as part of an approach to total reward in order to attract and retain motivated, flexible people who take responsibility, work as a team, improve performance and develop new skills.

Related parties

In view of the absence of the CEO, a Trustee received payment of £3,195 for provision of Interim Trustee Support between July and October 2020, prior to the recruitment of the Interim Director of Strategy. Trustees approved this arrangement at 22nd June 2020 Board meeting and ensured that the arrangement abided by all relevant clauses in our Memorandum and Articles.

Apart from this arrangement, no trustees received any payment of money or other material benefit (whether directly or indirectly) from the Charity except for reimbursement of reasonable

Trustees' Report for the year ended 31st March 2021 (continued)

out of pocket expenses as per our Memorandum and Articles. Although trustees may enter into a contract with the Charity to supply goods and services in return for a payment or other material benefit if these or goods and services that we require, governed by specific clauses in our Memorandum and Articles, no Trustees entered into any contracts with us.

Reserves policy

It is Attitude is Everything's policy to maintain free reserves (unrestricted reserves not invested in fixed assets or designated for specific purposes) at a level which can finance our projected closing liabilities, calculated based on shutting down the organisation with legal costs, redundancies and 6 months of lease liabilities. The minimum reserves level approved for 2020-2021 was £80,000. Attitude is Everything was in compliance with the reserves policy, as stated above, throughout 2020-21.

Minimum reserves levels are reviewed annually. For 2021-2022 the policy was updated to maintain free reserves (unrestricted reserves not invested in fixed assets or designated for specific purposes) at a level which can fund the greater of: i) our projected closing liabilities, calculated based on shutting down the organisation with legal costs, redundancies and 6 months of lease liabilities; and ii) three months' expenditure. The trustees believe that this is better aligned with good practice in the sector. The approved minimum reserves level for 2021-2022 is £150,000.

Statement as to Disclosure of Information to the Independent Examiner

Each of the persons who are trustees at the time when this report is approved confirms that:

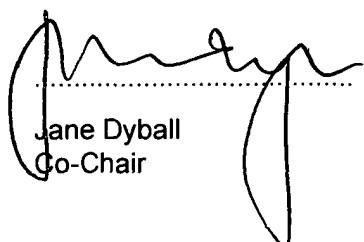
- (a) So far as each trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- (b) to the best of their knowledge and belief, each director has taken all the steps that ought to have been taken as a trustee, including making appropriate enquiries of fellow trustee and of the charity's auditor for that purpose, in order to make themselves aware of any information needed by the charity's auditor in connection with preparing its report and to establish that the charity's auditor is aware of that information.

Independent Examiners

A resolution to re-appoint Additude Ltd as the charity's independent Examiner will be put forward to the forthcoming Annual General Meeting.

The trustees have prepared this report in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

Approved by the Board and signed on its behalf by:



Jane Dyball
Co-Chair

Date: 8th December 2021

Trustees' Report for the year ended 31st March 2021 (continued)

Statement of Trustees' responsibilities

The Trustees (who are also the Directors of Attitude is Everything 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).

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 or expenditure, of the charitable company for that period.

In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and accounting estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

The Trustees are responsible for keeping proper and 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.

Independent Examiner's Report to the Directors of Attitude is Everything for the year ended 31st March 2019

We report on the accounts of the company for the year ended 31 March 2021, which are set out on pages 19 to 28.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company 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 of the Charities Act 2011 ("the Charities Act") and that an independent examination is needed. I am qualified to undertake the examination by being a qualified member of CIPFA.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the Charities Act; and
- 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 the 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 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement

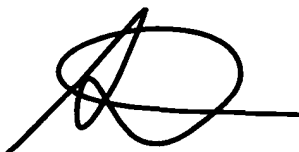
In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in, any material respect, the requirements:

- to keep accounting records in accordance with section 130 of the Charities Act; and
- to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Andi Dollia, CPFA
ADDITUDE LTD
9 Rhapsody Court
Wakeman Road
London, NW10 5DF

Date: 06 Dec 2021

**Statement of financial activities for the year ended 31st March 2021
(incorporating an income and expenditure account)**

		2021			2020		
		Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
Income from:	Note	£	£	£	£	£	£
Donations and legacies	3	139,661	375,026	514,687	131,804	284,018	415,822
Charitable activities	4	-	79,273	79,273	-	141,306	141,306
Bank Interest		-	-	-	-	-	-
Other income		-	-	-	-	-	-
Total income		139,661	454,299	593,960	131,804	425,324	557,128
Expenditure on:	5						
Raising funds		-	55,602	55,602	-	65,556	65,556
Charitable activities		173,006	251,116	424,122	107,814	348,956	456,770
Other		-	-	-	-	-	-
Total expenditure		173,006	306,718	479,724	107,814	414,512	522,326
Net income (expenditure)		(33,345)	147,581	114,236	23,990	10,812	34,802
Transfers between funds		-	-	-	-	-	-
Other recognised gains/(losses)		-	-	-	-	-	-
Net movement in funds		(33,345)	147,581	114,236	23,990	10,812	34,802
Reconciliation of funds:							
Total funds brought forward		36,986	103,870	140,856	12,996	93,058	106,054
Total funds carried forward		3,641	251,451	255,092	36,986	103,870	140,856

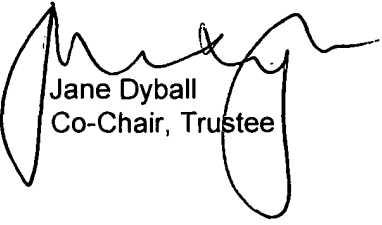
The notes on pages 22 to 28 form part of these financial statements.

Statement of Cashflows as at 31st March 2021

	Note	2021 £	2020 £
Fixed Assets			
Tangible fixed assets	8	5,031	5,288
Current assets			
Debtors	10	27,094	50,064
Cash at bank		280,603	117,664
		307,697	167,728
Creditors: amounts falling due within one year	11	57,636	32,160
Net current assets		250,061	135,568
Net assets	12	255,092	140,856
Funds	13		
Restricted		3,641	36,986
Unrestricted		251,451	103,870
Total funds		255,092	140,856

For the year ended 31 March 2021 the company was entitled to exemption under section 477 of the Companies Act 2006; and no notice has been deposited under section 476. No members have required the company to obtain an audit of its accounts for the year in question. The trustees acknowledge responsibility for: i) Ensuring the company keeps accounting records which comply with section 386; and ii) Preparing financial statements which give a true and fair view of the state of affairs of the company as at the year-end in accordance with requirements of section 394 and 395, and which otherwise comply with requirements of the Companies Act 2006 relating to financial statements, so far applicable to the company. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Trustees on 31 March 2021 and signed on their behalf by:


Jane Dyball
Co-Chair, Trustee

Balance Sheet at 31st March 2021

	Note	2021	2020
		£	£
Cash flows from operating activities			
Net cash provided by operating activities	14	166,519	31,595
Cash flows from investing activities			
Purchase of fixed assets		(3,580)	(7,932)
Bank Interest		-	-
Net cash provided by investing activities		<u>(3,580)</u>	<u>(7,932)</u>
Change in cash and cash equivalents in the reporting period		<u>162,939</u>	<u>23,663</u>
Cash and cash equivalents at 1st April 2020		<u>117,664</u>	<u>94,001</u>
Cash and cash equivalents at 31st March 2021		<u>280,603</u>	<u>117,664</u>

Notes to the Financial Statements for the year ending 31st March 2021

1. Accounting policies**a. General information**

Attitude is Everything is a public benefit entity and a company limited by guarantee, company number 06397532, registered in England. Attitude is Everything is also a charity, registered with the Charity Commission (charity registration number 1121975). The registered office and its principal place of business is 54 Chalton Street, Kings Cross, London, NW1 1HS.

b. Going concern

The Trustees confirm that at the time of approving the financial statements, there are no material uncertainties regarding the Charity's ability to continue in operational existence for the foreseeable future. In arriving at this conclusion, the Trustees have taken account of current and anticipated financial performance in the current economic conditions, its business plan and its reserves position. Despite a number of uncertainties in relation to Covid-19 and its long-term impact on the music and live events sector, the Trustees feel that they are putting steps in place to address this in relation to long term forecasting. For this reason, the going concern basis continues to be adopted in the preparation of the Charity's financial statements.

c. Basis for preparation

The financial statements have been prepared under the historic cost convention unless otherwise stated in the relevant accounting policy notes and in accordance with Accounting and Reporting by Charities; Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The principal accounting policies that have been applied to all years presented in these financial statements are set out below.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires Trustees to exercise their judgement in the process of applying the accounting policies. Use of available information and application of judgement are inherent in the formation of estimates. Actual outcomes in the future could differ from such estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 2.

d. Recognition of outstanding employee benefits

No provision for outstanding holiday pay was made under previous UK GAAP. Under FRS 102 the costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employees' services are received.

e. Fixed assets

Individual fixed assets costing £500 or more are initially recorded at cost. Fixed assets that cost less than £500 are treated as expenditure in the statement of financial activities.

**Notes to the Financial Statements for the year ending 31st March 2021
(continued)**

f. Fund accounting

The nature and purpose of each fund is explained in Note 9 to the financial statements.

g. Financial instruments

The only financial instruments held by the company are debtors and creditors. These are categorised as 'basic' in accordance with Section 11 of FRS 102 and are initially recognised at transaction price. These are subsequently measured at their transaction price less any impairment.

h. Income

Income is recognised when the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably. Donations and grants are split between restricted and unrestricted funds in accordance with the terms of the grant or donation. Donations and gifts are recognised in the statement of financial activities when receivable. Income from government and other grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Bank interest is recognised on an accrual basis.

i. Expenditure

Expenditure is included in the statement of financial activities on an accrual's basis, inclusive of any VAT. It is recognised when there is a legal or constructive obligation to pay for it. Certain expenditure is directly attributable to specific activities and has been included in those cost categories. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories on the basis of an estimate of the proportion of time spent by staff or resources used on those activities.

j. Defined contribution pension scheme

The charity operates a defined contribution scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

k. Leases

Rentals applicable to operating leases are charged to the statement of financial activities over the period they are incurred.

l. Depreciation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Fixtures, fittings and equipment	33.33% straight line basis
----------------------------------	----------------------------

2. Critical judgements and estimates

No critical judgements have been made by management in applying the charity's accounting policies.

Notes to the Financial Statements for the year ending 31st March 2021
(continued)

3. Donations and Legacies

	Restricted	Unrestricted	2021 Total	2020 Total
	£	£	£	£
Arts Council	-	254,294	254,294	249,700
Paul Hamlyn Foundation	53,949	15,801	69,750	69,750
St James' Place Charitable Foundation	-	-	-	1,000
Manor 2056 Trust	-	5,000	5,000	-
Oldham Foundation	-	-	-	2,000
National Lottery Funding	82,305	55,498	137,803	40,912
Bluedot Donations	-	-	-	2,900
Esmee Fairbairn	-	40,000	40,000	-
Festival Republic	-	-	-	12,500
Glastonbury Festival	-	-	-	11,500
DWP Access to Work	3,407	-	3,407	21,142
Other Grants and Donations	-	4,433	4,433	4,418
Total	139,661	375,026	514,687	415,822

There were no unfulfilled conditions or other contingencies attaching to these grants.

4. Income from Charitable Activities

	Restricted	Unrestricted	2021 Total	2020 Total
	£	£	£	£
Access Consultancy	-	32,318	32,318	62,134
Disability Equality Training	-	24,237	24,237	42,253
Other sales and earned income	-	22,718	22,718	36,919
Total	-	79,273	79,273	141,306

**Notes to the Financial Statements for the year ending 31st March 2021
(continued)**

5. Total Expenditure

Expenditure	Raising funds	Charitable activities	Support Costs	2021 Total	2020 Total
		£	£	£	£
Staff costs (note 7)	35,734	250,138	89,335	375,207	343,902
Recruitment, Training and Other staff costs	-	-	3,544	3,544	9,568
Rent, Insurance and Services	-	-	31,387	31,387	61,862
Artists, Trainers, Interpreters	-	31,154	-	31,154	28,684
Office Overheads	-	-	11,281	11,281	11,822
Project materials, Delivery and Marketing costs	-	3,619	-	3,619	9,175
Volunteer costs	-	132	-	132	13,554
Board and Governance	-	-	113	113	2,346
Bank Charges	-	-	245	245	311
Transport and Travel	-	-	-	-	12,018
Independent Examination fee	-	-	1,500	1,500	1,500
Other Professional fees	-	-	17,704	17,704	24,940
Depreciation	-	-	3,838	3,838	2,644
	35,734	285,043	158,947	479,724	522,326
Add: allocation of support costs	19,868	139,079	(158,947)	-	-
Total expenditure	55,602	424,122	-	479,724	522,326

6. Net income/(expenditure) for the year

This is stated after charging / crediting:

	2021	2020
	£	£
Depreciation	3,838	2,644
Independent Examination fees	1,500	1,500

No expenses were reimbursed to Trustees during the year. (2020 - £957)

**Notes to the Financial Statements for the year ending 31st March 2021
(continued)**

7. Staff Costs

	2021	2020
	£	£
Salaries and wages	314,583	286,101
Social security costs	23,345	21,664
Pension contributions	<u>37,280</u>	<u>36,137</u>
	<u>375,207</u>	<u>343,902</u>

The average weekly number of staff (expressed as full-time equivalents) during the year was 10.5 (2020: 9.5)

	2021	2020
	No.	No.
Raising funds	1.0	1.0
Charitable activities	7.0	6.0
Support costs	<u>2.5</u>	<u>2.5</u>
	<u>10.5</u>	<u>9.5</u>

8. Tangible fixed assets

	Fixtures, fittings and equipment	Total
Cost		
As at 1 April 2020	7,932	7,932
Additions	<u>3,580</u>	<u>3,580</u>
As at 31 March 2021	<u>11,512</u>	<u>11,512</u>
Depreciation		
As at 1 April 2020	2,643	2,643
Charge for the year	<u>3,838</u>	<u>3,838</u>
As at 31 March 2021	<u>6,481</u>	<u>6,481</u>
Net Book Value		
As at 31 March 2020	<u>5,288</u>	<u>5,288</u>
As at 31 March 2021	<u>5,031</u>	<u>5,031</u>

**Notes to the Financial Statements for the year ending 31st March 2021
(continued)**

9. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10. Debtors

	2021	2020
	£	£
Trade debtors	19,949	46,740
Other debtors	-	1,969
Prepayment and accrued income	<u>7,145</u>	<u>1,355</u>
	<u>27,094</u>	<u>50,064</u>

11. Creditors: amounts due within 1 year

	2021	2020
	£	£
Trade creditors	11,396	14,116
Taxation and social security	10,723	9,085
Other Creditors	6,955	3,937
Deferred income (National Lottery Community Fund)	23,300	-
Accruals and provisions	<u>5,262</u>	<u>5,022</u>
	<u>57,636</u>	<u>32,160</u>

12. Analysis of net assets between funds

	Restricted Funds	Unrestricted funds	Total funds
	£	£	£
Tangible fixed assets	-	5,031	5,031
Net current assets	<u>3,641</u>	<u>246,420</u>	<u>250,061</u>
Net assets at the end of the year	<u>3,641</u>	<u>251,451</u>	<u>255,092</u>

**Notes to the Financial Statements for the year ending 31st March 2021
(continued)**

13. Movements in Funds

	At the start of the year	Incoming resources £	Outgoing resources £	At the end of the year £
Unrestricted funds:				
General funds	103,870	454,299	(306,718)	251,451
Total unrestricted funds	103,870	454,299	(306,718)	251,451
Restricted funds:				
Paul Hamlyn Foundation	-	53,949	(53,949)	-
National Lottery Funding	33,345	82,305	(115,650)	-
DWP Access to Work	-	3,407	(3,407)	-
Research Fund	3,641	-	-	3,641
Total restricted funds	36,986	139,661	(173,006)	3,641
Total funds:	140,856	593,960	(479,724)	255,092

14. Reconciliation of net income to net cash flow from operating activities

	2021	2020
	£	£
Net income/(expenditure) for the reporting period	114,235	34,802
Adjustments for:		
Interest from investments	-	-
Depreciation charges	3,838	2,644
(Increase)/Decrease in stock	-	-
(Increase)/Decrease in debtors	22,970	(23,899)
(Decrease)/Increase in creditors	25,476	18,048
Net cash provided by/(used in) operating activities	166,519	31,595