

THE ARTS EMERGENCY SERVICE

England & Wales · Charity number 1152377

Details

Other names	ARTS EMERGENCY (AE)
Status	Registered
Legal form	Charitable company
Company number	07655709
Registered	2013-06-11
Register	View on the Charity Commission register

Contact

Address	Office 02.06 Peter House Oxford Street Manchester M1 5AN
Phone	02076831077
Email	info@arts-emergency.org
Website	www.arts-emergency.org

Activities

Objects: THE CHARITY'S OBJECTS (OBJECTS) ARE SPECIFICALLY RESTRICTED TO THE FOLLOWING: TO PROMOTE THE ARTS AND HIGHER EDUCATION AND TO ENCOURAGE, MAINTAIN AND DEVELOP PUBLIC EDUCATION AND APPRECIATION OF THE ARTS AND HIGHER EDUCATION, TO REMOVE BARRIERS TO YOUNG PEOPLE WHO WISH TO STUDY THROUGH A NETWORK OF SUPPORT, INTRODUCTION TO MENTORING SCHEMES AND TO ASSIST YOUNG PERSONS WHO WISH TO STUDY AN ARTS DEGREE IN ALL ASPECTS BY, BUT NOT LIMITED TO, RAISING FUNDS TO PROVIDE FINANCIAL ASSISTANCE TO THOSE PREPARING FOR ENTERING UPON OR ENGAGED IN AN ARTS DEGREE AND TO PROMOTE, IMPROVE, DEVELOP AND MAINTAIN THE APPRECIATION OF THE ARTS.

Activities: The Charity's objects are to promote the Arts and Higher Education and to encourage, maintain and develop public education and appreciation of the Arts and Higher Education, to remove barriers to young people who wish to study an Arts degree and to promote, improve, develop and maintain the appreciation of the Arts.

Classification

- **How:** Provides Other Finance, Provides Human Resources, Provides Services
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Other Defined Groups, The General Public/mankind

Geography

- Liverpool City
- Manchester City
- Oldham
- Wigan
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£818,432	£973,074	£319,399	20
2024-06-30	£864,633	£843,744	£474,041	17
2023-06-30	£790,411	£732,246	£453,152	18
2022-06-30	£570,784	£621,444	£394,987	16
2021-06-30	£523,911	£416,627	£445,647	12
2020-06-30	£444,378	£358,836	-	-

Trustees

Name	Role	Appointed
Perminderpal Kaur Mann	Chair	2022-09-06
Alexandra Keramidas		2021-11-16
Amie Louise Kirby		2025-06-26
Binda Patel		2022-12-13
Dimity Jane Nicholls		2025-06-26
Evangeline Oluyomi Adegoke		2020-06-06
Jasmine Dotiwala		2022-12-13
Khanyisile Jameelah Aqiyla Edwards		2019-07-15
Samantha Kay Hands		2025-09-02
Susan Buhr van Schalkwyk		2025-09-02

THE ARTS EMERGENCY SERVICE

England & Wales - Charity number 1152377

Accounts

REGISTERED COMPANY NUMBER: 07655709 (England and Wales)
REGISTERED CHARITY NUMBER: 1152377

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 30 June 2025
for
The Arts Emergency Service

Swindells LLP
Chartered Accountants
Atlantic House
8 Bell Lane
Bellbrook Industrial Estate
Uckfield
East Sussex
TN22 1QL

The Arts Emergency Service

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The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2025

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 30 June 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charity's objects are to promote the arts and higher education and to encourage, maintain and develop public education and appreciation of the arts and higher education, to remove barriers to young people who wish to study an arts degree and to promote, improve, develop and maintain the appreciation of the arts.

Public benefit

In planning the charity's activities for the year, the trustees complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2025

STRATEGIC REPORT

Achievements and performance

Main achievements summary

Supporting 1,841 underrepresented young people aged 16 to 25 years old across London, Greater Manchester and Merseyside to access information, build connections, and feel empowered to pursue their creative ambitions in the arts and humanities, and the creative and cultural industries, through youth-led, goal-focused mentoring and community programmes.

Summary of the main activities of the charity during the year

In 2024/25, Arts Emergency's activities were organised into three main strands: Mentoring, Young Community, and Youth Collective. Across these three programmes strands we worked with 1,841 young people aged 16-25 years mainly in London, Greater Manchester, and Merseyside. Programme delivery across these three strands was supported by a Network of 10,688 experienced professionals from across the creative and cultural sectors (2023/24: 10,223), 1,478 of whom were actively engaged with Arts Emergency's programmes (2023/24: 1,709).

Our full impact report can be found at www.arts-emergency.org/about-us/reports

Mentoring programme

Through our one-year mentoring programme, young people aged 16-18 are paired up with trained mentors, based on their interests and goals, from our network of volunteers who are experienced professionals from across the creative and cultural sectors. Mentoring pairs meet one hour a month throughout the year, for mentors to provide support as young people take their first steps out of compulsory education and make decisions about their future in higher education, vocational training, and early careers.

In 2024/25, we wrapped up our 2024 mentoring cohort which began in January 2024 with 251 mentoring pairs across London, Brighton, Greater Manchester, and Merseyside (2023 cohort: 225 pairs). Within this cohort, 88% of mentees are from a lower socioeconomic background ("working class"); 59% describe themselves as from an ethnic minority background; and 30% have a disability or special educational need. Importantly, 66% of mentees meet more than one of these criteria concurrently. 74% of pairs met our criteria for a 'successful' relationship (2023 cohort: 63%) - i.e. meeting over six times with positive mentee ratings or quantifiable impact.

Our evaluation indicates that the mentoring programme made a significant impact on our aims to widen knowledge of routes into the creative and cultural industries, gain understanding and experiences of those industries, and gain confidence in pursuing their creative ambitions. The mentoring programme was positively received by both mentees and mentors, with strong indicators of impact and engagement across all data points. All mentees who responded to our survey reported that the programme offered valuable opportunities they would not have otherwise accessed, and 85% now feel clearer about their future career paths.

The core qualities of the mentoring programme which are important to mentees are: the programme is useful to them; their mentor was well-matched to them or their needs; the experience was enjoyable; they felt safe and comfortable with their mentors; and that the sessions were regular and sufficient.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2025

Our findings show that the mentoring programme is successful in supporting young people to make better informed choices as they take their first steps out of compulsory education. Ninety eight percent of mentees had improved in at least one area of our Theory of Change framework assessing the level of knowledge, experience and confidence a young person has, and 84% of mentees had improved their overall average score across these areas, indicating a 'net positive' effect. Arts Emergency has internal targets for each outcome group (minimum of 75% showing a positive impact) and all these were met in 2024.

"I've learnt through conversations with my mentor to be a lot more comfortable in myself and the work we are putting into this experience together is helping me to feel so much more positively about my future with a wider range of knowledge to support me. I think two of the biggest changes have been that I've grown in confidence and maturity. Something I think has helped this is having our meetings at various theatre venues in Manchester and having the independence to make my way to and from them". - 2024 mentee.

For the 2025 mentoring programme, we made two distinct changes. We expanded our London capacity, recruiting a second full-time Mentoring Officer with an ambition to work with 200 young people in London each year. We also closed our Brighton project due to lack of resources dedicated to this region.

In preparation, we recruited a new cohort of mentors and mentees. We had 668 experienced professionals registering their interest in volunteering as a mentor (2024 cohort: 580), and we delivered training for 326 volunteers who were new to the programme (2024 cohort: 306), covering topics such as what mentoring is, safeguarding, and tips for supporting and working with young people. We also worked with 57 schools and partner organisations (2024 cohort: 49) to recruit young people who could benefit from mentoring. 470 young people applied for the programme (2024 cohort: 345), with 91% coming from our referral partners.

We matched 321 mentoring pairs across London, Greater Manchester, and Merseyside (up from 247 in 2024). Within this cohort, 72% are from a lower socioeconomic background ("working class"); 59% describe themselves as from an ethnic minority background; and 34% have a disability or special educational need. Notably, 55% of mentees meet more than one of these three criteria.

Mentoring pairs met for one hour a month throughout the year to gain inside knowledge about the industry, set goals, and get advice into the sector. By the end of June 2025, 95% of young people rated their sessions positively, 74% had identified goals with their mentor, and 68% of them had already achieved some of their initial goals. This interim evaluation provides encouraging initial indications that mentees are making progress towards the mentoring outcomes within our Theory of Change aiming to support young people to make better informed choices as they take their first steps out of compulsory education.

Young Community

In 2024/25, the Young Community grew to 1,841 young people (2023/24: 1,392).

Every young person who takes part in our programmes becomes a member of our Young Community, a national community of young people aged 16-25 from underrepresented backgrounds, with creative interests and practices spanning all artforms and disciplines. Through bringing people together in person and online, our Young Community programme fosters authentic connections within an inclusive and supportive environment that encourages creative, personal, and professional growth.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2025

In 2024/25, we undertook a review of the Community programme to ensure it was responding to the needs of the young people we work with and connects with our wider Theory of Change, focussing our strength on connecting people together. As a result, several programme strands were discontinued, including our Ruby Tickets scheme, Ask Arts Emergency, and our summer work experience programme.

In late 2024, we hired a new Community Events Officer tasked with connecting the community together through monthly in-person events, including socials and workshops which have now taken place in locations across our three regions, including Old Diorama Arts Centre & The Treehouse in London, Future Yard in Merseyside, and Altogether Otherwise in Manchester. We have also run a variety of online events.

"It has made me feel connected to a talented group of people." - Young Community member

"[The impacts have been] connecting me with a larger creative community. Having another set of friends that all have different strengths and experiences, sharing advice and opportunities, as well as being able to work together."

Some early takeaways from these events have been that attendees have appreciated connecting with a community and learning about other people, developing a deeper appreciation of the work of creatives, and also having the opportunity to share their own skills, knowledge and interests.

In 2024/25, we shared 369 creative and cultural opportunities via our monthly newsletter and a newly launched Opportunities Board webpage (2023/24: 422 opportunities shared). We also hosted and moderated a Discord server where young people could communicate and network with each other.

Collective programme

The Youth Collective was established in 2020 to ensure that young people's voices are listened to and amplified through Arts Emergency's activities and to generate leadership capabilities within the Community.

In 2024/25, we also undertook a review of the Youth Collective programme to ensure it is impactful for the individuals as well as the wider movement. As a result, the Collective programme changed its focus away from developing an individual advocacy piece each year to becoming leaders of the Young Community and developing the offer and depth of the Community programme.

This new approach launched in October 2024 with a representative group of 12 young people working collaboratively to provide leadership for the Young Community. These young people are paid as consultants to ensure young people's views and voices are at the heart of everything we do.

By the end of 2024/25, the Youth Collective have made a huge impact on the Community programme. They have launched a monthly podcast series, The Emergency Room (creative chats in critical times), where in pairs they speak with creative professionals. The Collective have taken over production of our monthly Young Community Newsletter, and refreshed its content to include new elements including quotes/affirmations, historic days of the month, and recommendations from the Youth Collective. They have also played a leading role in overseeing the introduction of in-person events and influenced the structure of in-person events.

Additionally, two members of the Youth Collective served on the board as Young Trustees to ensure that young people's voices were represented at the governance level.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2025

"It's helped me grow in confidence - both personally and as an advocate" - 2024/25 Youth Collective member.

Financial review

Financial position

The charitable company held free reserves as at 30 June 2025 of £300,120 (2024: £411,416).

At 30 June 2025, the charitable company held restricted reserves of £19,279 (2024: £62,625).

Net movement in funds for the year was an outflow of £154,642 (2024: inflow of £20,899).

Reserves policy

Arts Emergency's policy with regard to reserves is to ensure that the charity, and the services we offer to our beneficiaries, are reasonably secure in the event of significant reduction in income, allowing:

- Time to re-establish income streams
- Time to manage reduction in service levels or restructure should this become necessary.

The trustees recognise the need to hold sufficient free reserves to ensure protection of core activities in the event of unforeseen circumstances, including any unplanned reduction in funding or an unforeseen need for funds to deliver additional charitable activity.

Since September 2022 we have been working to a reserves target equivalent to 6 months of running costs. In January 2025, trustees agreed to reduce the reserves target to 3 months, in light of a challenging economic climate and a need to deliver a deficit budget for one year. The organisation went through a restructure to reduce headcount and establish a staff structure able to successfully deliver on our mission. Programme delivery was protected during this process.

As at 30th June 2025 the organisation held free reserves equivalent to 3 months of running costs based on 25/26 costs.

With increasing costs related to the current cost of living crisis, our strategy for the next three financial years is to steadily build unrestricted reserves. Current forecasts predict a return to 6 months reserves by the end of 27/28.

Designated funds

Arts Emergency holds no designated funds at this time.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2025

STRATEGIC REPORT

Principal risks and uncertainties

The trustees continually review:

- The high and significant risks to which the charity is exposed;
- The potential impact and probability associated with each risk;
- Existing internal controls and accountability for them; and
- Mitigating actions to reduce each risk to a level that the Board considers to be acceptable.

The relevant findings and mitigations are set out below:

Young people do not have decision-making agency, control or power:

- Youth Collective provide ongoing feedback to emerging programmes and ideas;
- Young people served on the Community project steering committee, provided feedback in consultation interviews and Theory of Change workshops;
- Two Youth Collective members serve on the board as Young Trustees.

Economic pressures related to current financial climate:

- The fundraising team has expanded to further diversify and increase revenue;
- Targeted appeals relating to current issues facing our beneficiaries will continue to run;
- Annual budgeting and ongoing monitoring of financial performance including monthly cashflow forecasting;
- We implemented an in-house finance system to ensure quick and accurate oversight of our financial position;
- The preparation of financial forecasts aligned to the Arts Emergency strategy to target a diversification of income streams and incorporate an ongoing consideration of market and consumer trends;
- Contingency is built into financial forecasts for future financial years.

Incidents that damage reputation and/or negatively impact operations (including cyber security, serious fraud, major health and safety incidents, safeguarding and internal process failures):

- Safeguarding team in place;
- Safeguarding training programme delivered to all staff and volunteers;
- Safeguarding lead trustee on the board;
- Finance manual updated and team training carried out;
- Senior roles in place with responsibility for data and systems: Head of Systems and Chief Operating Officer;
- Full data review and team training undertaken last financial year.

Changes in Government regulatory requirements and/or Charity Sector guidance (e.g., GDPR, Fundraising Code) negatively impact on Arts Emergency's strategy and activities:

- The team monitors public policy and the regulatory environment on an ongoing basis to ensure potential risks can be proactively managed. This includes a particular focus on developments in fundraising regulation and the requirements of the General Data Protection Regulation (GDPR);
- Representation at key events and forums to help shape the research agenda;
- Strategic priorities and programme initiatives which target a diversification of income streams.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2025

Arts Emergency's strategy and activities are not properly or sufficiently focused in order for the charity to meet its objectives:

- Charity has a clear vision and a strategy setting out how we play a leading role in achieving significant improvements in access to careers in the arts and humanities;

STRATEGIC REPORT

- Following our full strategic review in 21/22 to ensure that our mission is clear, the Leadership Team worked with colleagues and trustees to develop a three-year business plan taking us to 2026;
- We reviewed our three-year plan focussing on the goals for 2023 – 2026.

Attracting, developing and retaining talented staff in a competitive employment market combined with the reliance on significant levels of volunteer support both in fundraising and mentoring:

- Regular benchmarking of compensation and benefits across the sector;
- Ongoing proactive volunteer and employee recruitment programmes;
- Active communication and training programme in place for volunteer mentors;
- Programme of annual appraisals, development opportunities and individual training budgets provided;
- Staff wellbeing programmes in place including Employee Assistance Programme;
- Staff handbook updated and key policies reviewed;
- Fixed term Head of People & Culture role invested in this financial to support the team and culture;
- Clear schedule of department and whole staff in person time.

Delivering effective change management through major process improvement programmes in support of the charity's strategy:

- Finance and resources committee is in place to review any proposed changes to staff structure, including new roles in order to make recommendations to the wider board;
- All new programmes are reviewed to ensure alignment with mission and strategy and that appropriate governance and resourcing in place.

Financial security and threats of fraud or misuse of company expenses:

- Limits set on expenditure via all channels (expenses cards, bank account);
- Authorisation process in place for all outgoing payments (including incoming invoices and expense claims);
- Appropriate authorisation process in place for any payments made by job role and bank limit placed on daily transactions;
- Trustee authorisation for any payments over £10,000;
- Processes in place to check all new payees or payees who request payment to new a new bank account;
- Bank account reviewed regularly and accounting system reviewed monthly to ensure any unexpected expenditure is picked up immediately. Full management accounts reviewed quarterly by trustees.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2025

STRATEGIC REPORT

Future plans

Over the next three years, we want to lean into what we know works: long-term relationships built on trust, care and shared values. Arts Emergency exists because real change isn't going to make headlines, it's slow news and constant work. Our programme is deliberately, radically long term, and that means we must plan in the same way. Practically, this means working towards securing 70% of the income needed to run projects by the start of the year they launch, allowing us to focus on people and purpose rather than precarity.

This approach allows us to underwrite programmes in the long term, build deeper connections, and bring our people together as a collective - to collaborate, create, and support one another through what are increasingly scary times. The same commitment applies internally: to our staff team, our board, and our Youth Collective. Arts Emergency is one movement for the future, but it is powered by thousands of individual ideas, needs and superpowers. Our role is to make space for all of us, and individually and collectively contribute as much as possible to the culture we live in. This is how we'll do our bit to change the world.

We also want to widen our reach without breaching our operational and ethical limits. We have worked with partner schools for 15 years in London, and 11 years in Manchester. We want to offer greater access to our networks and resources to young people beyond our core programme. We can't make a mentor match for everyone who wants one, but we can explore new ways to be a place for people to be their best, most aspirational self.

Alongside this, we are building closer relationships with creative businesses, cultural organisations and grassroots causes who share our values and are working ethically and sustainably. We want to learn from our allies. There is also an enormous amount of carefully developed practice within Arts Emergency, particularly around mentoring that is safe, authentic and high-impact. Combined with the cultural clout and radical creativity that lives within our movement, this is something we want to share intentionally - we are one organisation contributing to a much broader struggle and we're committed to helping build a future that's worth living for. Now is the time to say this out loud, defiantly, hopefully, to everyone!

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Arts Emergency Service is a registered charity (Registered Charity number 1152377), and a company limited by guarantee as defined by the Companies Act 2006 (number 07655709), governed by its Memorandum and Articles of Association and incorporated on 2 June 2011.

The company was granted charitable status on 11 June 2013.

Organisational structure

The charitable company is administered by the trustees comprising of individuals who are the trustees of the charitable company at any given time, including the first trustees and their successors. In selecting individuals for appointment as trustees, the trustees have regard to the skills, knowledge and experience required for the effective administration of the charitable company.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Decision making

The Board of Trustees has overarching responsibility for the approval and monitoring of the organisation's strategic plan. This includes:

- Overall approval of annual budgets and annual accounts
- Approval of charity's approach to risk and monitoring of risk register
- Development and implementation of board development plan
- Approving the Fundraising Policy and ensuring fundraising activity falls in line with this

The board has two subcommittees to support with key strategic and operational decisions. The Finance and Resources sub-committee oversees in detail the financial plans and performance of the charity and reviews the charity's risk management processes. The Appointments sub-committee leads the process for appointments and election to the Board of Trustees.

The charity is led by the CEO who is responsible for the day-to-day management of the organisation. Following the period of these accounts, this moved to a Co-CEO model. Day-to-day management of the organisation includes:

- Development, monitoring and implementation of strategic plan
- Identifying and pursuing opportunities for fundraising and business development
- Arranging preparation of budgets and forecasts for presentation to the board
- Administrative decisions regarding finance, HR, health and safety, project evaluation, management
- Information systems, marketing and communications

The Co-CEOs work with a Senior Leadership Team who support in these areas.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

When new trustees are appointed to the Board, they receive an induction pack which includes information on trustee duties, a copy of our governing document and Charity Commission guidelines for trustees. We provide an overview of the charity's finances, our Safeguarding policy and a guide to the decisions that will need to be made as part of the role. We also give training on Safeguarding, what to do if things go wrong and have a code of conduct which trustees sign up to when they join.

Trustee terms are four years each, with a maximum of 9 years served in total. After four years, should the trustee wish to remain they are re-elected onto the Board by the remaining trustees. If the trustee is considering stepping down, we ask trustees to continue for one year in order to induct a replacement trustee, or to give a minimum 6 months' notice.

When recruiting new trustees, the charity will create a recruitment pack including a person specification. We regularly undertake a skills audit to identify any gaps in knowledge or expertise that would be useful to the charity. When recruiting we will outline any skills we are particularly looking for. We advertise on our own website and social media channels, alongside industry recruitment sites and publications. In some cases, we will engage a charity trustee recruiter to support this process.

In all of our recruitment, we are committed to being a welcoming and inclusive organisation. It is important to us that our Board is representative of the young people we serve. We particularly welcome applications from disabled people, LGBTQIA+ people, and Black, Asian and other people of colour. We believe that a diverse board will have the best range of talents to work effectively, and we encourage applications from people under the age of 30. For all roles we guarantee to interview anyone with a disability whose application meets the essential criteria for a post.

Two trustees on the board are representatives of our Youth Collective.

Key management remuneration

Within the organisation we have salary points for the different levels of role and take into consideration the seniority of the role and the skills required when setting the salary. When recruiting for any paid role, we benchmark against comparable roles within similar organisations, taking into account our salary bands, budgets, and current financial position.

We run an annual appraisal process where performance-related pay rises can be discussed and considered. When budgeting for future years we take into account a cost-of-living adjustment.

Related parties

There were no such instances in the current year other than those mentioned in the notes of the financial statements.

Management

The management of the charitable company is vested in the trustees who are directors for the purposes of company law.

The trustees delegate the day-to-day administration of the charity to the Co-CEOs.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2025

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
07655709 (England and Wales)

Registered Charity number
1152377

Registered office
Office 02.06
Peter House
Oxford Street
Manchester
M1 5AN

Trustees

Ms F Woodrow (Treasurer) (resigned 2/9/2025)
Mr J J Burke (resigned 2/9/2025)
Ms K J A Edwards
Ms E O Adegoke
Ms A Keramidas
Miss C L Heywood
Miss J Dotiwala
Ms P K Mann (Chair)
Mr S J Oddie
Ms B V Patel
Ms D J Nicholls (appointed 26/6/2025)
Ms A L Kirby (appointed 26/6/2025)
Ms S K Hands (appointed 2/9/2025)
Mrs S B van Schalkwyk (appointed 2/9/2025)

Company Secretary

Mr T D Fletcher (resigned 25/11/2025)
Ms L C P Newton (appointed 25/11/2025)

Independent Examiner

Joanna Green BSc FCA
Swindells LLP
Chartered Accountants
Atlantic House
8 Bell Lane
Bellbrook Industrial Estate
Uckfield
East Sussex
TN22 1QL

Support team of the trustees

Co-Chief Executive Officer: Mr Neil Griffiths
Co-Chief Executive Officer: Miss Lucinda Newton
Administration support: Jacques Preiss, Excluserv Ltd

The Arts Emergency Service

**Report of the Trustees
for the Year Ended 30 June 2025**

REFERENCE AND ADMINISTRATIVE DETAILS

Other information

Website: www.arts-emergency.org

Social Media: Facebook, Bluesky, Instagram and LinkedIn accounts: visit website

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on^{24/03/2026} and signed on the board's behalf by:

Perminder Mann

.....
Ms P K Mann - Trustee

**Independent Examiner's Report to the Trustees of
The Arts Emergency Service**

Independent examiner's report to the trustees of The Arts Emergency Service ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30 June 2025.

Responsibilities and basis of report

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

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

**Independent Examiner's Report to the Trustees of
The Arts Emergency Service**

Independent examiner's statement

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

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Joanna Green BSc FCA

Swindells LLP
Chartered Accountants
Atlantic House
8 Bell Lane
Bellbrook Industrial Estate
Uckfield
East Sussex
TN22 1QL

Date: 25/3/16

The Arts Emergency Service

Statement of Financial Activities
for the Year Ended 30 June 2025

	Notes	Unrestricted fund £	Restricted funds £	2025 Total funds £	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	747,314	65,532	812,846	852,924
Other trading activities	3	5,500	-	5,500	11,663
Investment income	4	<u>86</u>	<u>-</u>	<u>86</u>	<u>46</u>
Total		<u>752,900</u>	<u>65,532</u>	<u>818,432</u>	<u>864,633</u>
EXPENDITURE ON					
Charitable activities	5				
Charitable activities		<u>857,365</u>	<u>115,709</u>	<u>973,074</u>	<u>843,744</u>
NET INCOME/(EXPENDITURE)					
Transfers between funds	16	(104,465)	(50,177)	(154,642)	20,889
		<u>(6,830)</u>	<u>6,830</u>	<u>-</u>	<u>-</u>
Net movement in funds		(111,295)	(43,347)	(154,642)	20,889
RECONCILIATION OF FUNDS					
Total funds brought forward		411,416	62,625	474,041	453,152
		<u>411,416</u>	<u>62,625</u>	<u>474,041</u>	<u>453,152</u>
TOTAL FUNDS CARRIED FORWARD		<u>300,121</u>	<u>19,278</u>	<u>319,399</u>	<u>474,041</u>

The notes form part of these financial statements

The Arts Emergency Service

Balance Sheet 30 June 2025

	Notes	Unrestricted fund £	Restricted funds £	2025 Total funds £	2024 Total funds £
FIXED ASSETS					
Intangible assets	12	3,762	-	3,762	4,181
Tangible assets	13	<u>9,852</u>	<u>1,110</u>	<u>10,962</u>	<u>10,994</u>
		13,614	1,110	14,724	15,175
CURRENT ASSETS					
Debtors	14	97,993	-	97,993	95,566
Cash at bank		<u>234,384</u>	<u>18,169</u>	<u>252,553</u>	<u>399,245</u>
		332,377	18,169	350,546	494,811
CREDITORS					
Amounts falling due within one year	15	(45,871)	-	(45,871)	(35,945)
NET CURRENT ASSETS		<u>286,506</u>	<u>18,169</u>	<u>304,675</u>	<u>458,866</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>300,120</u>	<u>19,279</u>	<u>319,399</u>	<u>474,041</u>
NET ASSETS		<u>300,120</u>	<u>19,279</u>	<u>319,399</u>	<u>474,041</u>
FUNDS	16				
Unrestricted funds				300,120	411,416
Restricted funds				<u>19,279</u>	<u>62,625</u>
TOTAL FUNDS				<u>319,399</u>	<u>474,041</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30 June 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 30 June 2025 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the

The notes form part of these financial statements

The Arts Emergency Service

**Balance Sheet - continued
30 June 2025**

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 24/03/2026 and were signed on its behalf by:

Perminder Mann

.....
Ms P K Mann - Trustee

The notes form part of these financial statements

The Arts Emergency Service

**Cash Flow Statement
for the Year Ended 30 June 2025**

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	(143,157)	(23,457)
Interest paid		<u>-</u>	<u>(70)</u>
Net cash used in operating activities		<u>(143,157)</u>	<u>(23,527)</u>
 Cash flows from investing activities			
Purchase of intangible fixed assets		-	(4,645)
Purchase of tangible fixed assets		(3,621)	(3,630)
Sale of tangible fixed assets		-	650
Interest received		<u>86</u>	<u>46</u>
Net cash used in investing activities		<u>(3,535)</u>	<u>(7,579)</u>
 Change in cash and cash equivalents in the reporting period		 (146,692)	 (31,106)
Cash and cash equivalents at the beginning of the reporting period		<u>399,245</u>	<u>430,351</u>
 Cash and cash equivalents at the end of the reporting period		 <u>252,553</u>	 <u>399,245</u>

The notes form part of these financial statements

The Arts Emergency Service

Notes to the Cash Flow Statement
for the Year Ended 30 June 2025

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

	2025 £	2024 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(154,642)	20,889
Adjustments for:		
Depreciation charges	4,072	4,129
Profit on disposal of fixed assets	-	(181)
Interest received	(86)	(46)
Interest paid	-	70
Increase in debtors	(2,427)	(33,563)
Increase/(decrease) in creditors	<u>9,926</u>	<u>(14,755)</u>
Net cash used in operations	<u>(143,157)</u>	<u>(23,457)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.7.24 £	Cash flow £	At 30.6.25 £
Net cash			
Cash at bank	<u>399,245</u>	<u>(146,692)</u>	<u>252,553</u>
Total	<u>399,245</u>	<u>(146,692)</u>	<u>252,553</u>

The notes form part of these financial statements

The Arts Emergency Service

Notes to the Financial Statements for the Year Ended 30 June 2025

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The presentation currency in the financial statements is the Pound Sterling (£).

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The charity receives donations from members of the public. These donations are deposited into the charity's bank account and are recognised when the funds are received.

Grant income is recognised when the charity has entitlement to the funds, and any performance conditions attached to the grants have been met.

Expenditure

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

Expenditure on charitable activities includes administering mentoring schemes and other projects associated with the charity's aims. All support costs are allocated to expenditure on charitable activities.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Office equipment - 25% on reducing balance

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2025

1. ACCOUNTING POLICIES - continued

Fund accounting

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company contributes towards employee's defined contribution pension schemes. Contributions payable to the pension schemes are charged to the Statement of Financial Activities in the period to which they relate.

Going concern

The trustees have reviewed the circumstances of The Arts Emergency Service and consider that adequate resources continue to be available to fund the activities of the charity for the foreseeable future. As such, the trustees are of the view that the charity is a going concern.

Grants

Government grants in respect of capital expenditure are credited to a deferred income account and released to profit over the expected useful lives of the relevant assets in equal annual instalments.

Government grants of a revenue nature are credited to income so as to match them with the expenditure to which they relate.

2. DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations	507,750	463,992
Gift aid	78,437	69,323
Grants	<u>226,659</u>	<u>319,609</u>
	<u>812,846</u>	<u>852,924</u>

Grants received, included in the above, are as follows:

	2025	2024
	£	£
Grants	<u>226,659</u>	<u>319,609</u>

The Arts Emergency Service

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2025**

3. OTHER TRADING ACTIVITIES

	2025	2024
	£	£
Other income received	<u>5,500</u>	<u>11,663</u>

4. INVESTMENT INCOME

	2025	2024
	£	£
Other interest received	<u>86</u>	<u>46</u>

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 6) £	Support costs (see note 7) £	Totals £
Charitable activities	<u>927,492</u>	<u>45,582</u>	<u>973,074</u>

6. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2025	2024
	£	£
Staff costs	758,251	607,612
Rent and rates	45,625	23,752
Insurance	3,079	504
Telephone	3,100	2,530
Postage, stationery and printing of materials	5,258	14,088
Service support	300	-
Staff training	1,731	11,368
Subscriptions	2,942	1,862
Office	4,060	5,717
IT costs	38,581	23,404
Travel	20,459	21,653
DBS checks	1,276	1,065
Event costs	7,600	6,805
Consultancy	17,423	43,455
Hospitality	2,451	1,632
Recruitment costs	10,453	17,981
Vouchers	831	2,906
Depreciation	<u>4,072</u>	<u>4,129</u>
	<u>927,492</u>	<u>790,463</u>

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2025

7. SUPPORT COSTS

	Finance	Governance costs	Totals
	£	£	£
Charitable activities	<u>13,403</u>	<u>32,179</u>	<u>45,582</u>

Governance costs include £5,700 (2024: £3,490) in respect of the independent examination of these financial statements.

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation - owned assets	3,653	3,665
Surplus on disposal of fixed assets	-	(181)
Computer software amortisation	<u>419</u>	<u>464</u>

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 30 June 2025 nor for the year ended 30 June 2024.

Trustees' expenses

During the year, three (2024: two) trustees received reimbursements of employment related expenses amounting to £1,153 (2024: £2,889).

10. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	667,680	533,179
Social security costs	59,482	50,254
Other pension costs	<u>31,089</u>	<u>24,179</u>
	<u>758,251</u>	<u>607,612</u>

The average monthly number of employees during the year was as follows:

	2025	2024
Charitable activities and administration	<u>20</u>	<u>18</u>

No employees received emoluments in excess of £60,000.

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2025

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	694,358	158,566	852,924
Other trading activities	11,663	-	11,663
Investment income	<u>46</u>	<u>-</u>	<u>46</u>
Total	<u>706,067</u>	<u>158,566</u>	<u>864,633</u>
EXPENDITURE ON			
Charitable activities			
Charitable activities	<u>690,030</u>	<u>153,714</u>	<u>843,744</u>
NET INCOME	16,037	4,852	20,889
Transfers between funds	<u>(3,225)</u>	<u>3,225</u>	<u>-</u>
Net movement in funds	12,812	8,077	20,889
RECONCILIATION OF FUNDS			
Total funds brought forward	398,604	54,548	453,152
TOTAL FUNDS CARRIED FORWARD	<u>411,416</u>	<u>62,625</u>	<u>474,041</u>

12. INTANGIBLE FIXED ASSETS

	Computer software £
COST	
At 1 July 2024 and 30 June 2025	<u>4,645</u>
AMORTISATION	
At 1 July 2024	464
Charge for year	<u>419</u>
At 30 June 2025	<u>883</u>
NET BOOK VALUE	
At 30 June 2025	<u>3,762</u>
At 30 June 2024	<u>4,181</u>

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2025

13. TANGIBLE FIXED ASSETS

	Office equipment £
COST	
At 1 July 2024	21,588
Additions	<u>3,621</u>
At 30 June 2025	<u>25,209</u>
DEPRECIATION	
At 1 July 2024	10,594
Charge for year	<u>3,653</u>
At 30 June 2025	<u>14,247</u>
NET BOOK VALUE	
At 30 June 2025	<u>10,962</u>
At 30 June 2024	<u>10,994</u>

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade debtors	8,721	3,286
Other debtors	78,716	77,774
Prepayments and accrued income	<u>10,556</u>	<u>14,506</u>
	<u>97,993</u>	<u>95,566</u>

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2025

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	16,143	18,605
Social security and other taxes	19,949	10,246
Other creditors	3,871	3,304
Accruals and deferred income	<u>5,908</u>	<u>3,790</u>
	<u>45,871</u>	<u>35,945</u>

16. MOVEMENT IN FUNDS

	At 1.7.24	Net movement in funds	Transfers between funds	At 30.6.25
	£	£	£	£
Unrestricted funds				
General fund	411,416	(104,466)	(6,830)	300,120
Restricted funds				
John Lyon's Charity	9,402	(13,252)	3,850	-
Westminster Foundation	17,647	(5,810)	-	11,837
Sarah Chamberlain & Tom Curtis	-	(187)	187	-
Dr Martens Foundation	-	(182)	182	-
The Portal Trust	25,000	(26,155)	1,155	-
Charles S French Charitable Trust	949	(1,106)	157	-
The Dischma Charitable Trust	1,329	1,671	-	3,000
Derek Hill Foundation	1,645	(1,742)	97	-
Noel Coward Foundation	638	(1,587)	949	-
Awards for All	6,015	(6,015)	-	-
Buzzacott Stuart Defries Memorial Fund	-	1,299	-	1,299
Chapman Charitable Trust	-	(56)	56	-
John Thaw Foundation	-	(197)	197	-
Three Monkeys Trust	-	3,144	-	3,144
	<u>62,625</u>	<u>(50,176)</u>	<u>6,830</u>	<u>19,279</u>
TOTAL FUNDS	<u>474,041</u>	<u>(154,642)</u>	<u>-</u>	<u>319,399</u>

The Arts Emergency Service

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2025**

16. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	752,900	(857,366)	(104,466)
Restricted funds			
John Lyon's Charity	-	(13,252)	(13,252)
Westminster Foundation	45,000	(50,810)	(5,810)
Sarah Chamberlain & Tom Curtis	-	(187)	(187)
Dr Martens Foundation	-	(182)	(182)
The Portal Trust	-	(26,155)	(26,155)
Charles S French Charitable Trust	2,000	(3,106)	(1,106)
The Dischma Charitable Trust	3,000	(1,329)	1,671
Derek Hill Foundation	-	(1,742)	(1,742)
Noel Coward Foundation	3,500	(5,087)	(1,587)
Awards for All	-	(6,015)	(6,015)
Buzzacott Stuart Defries Memorial Fund	2,000	(701)	1,299
Chapman Charitable Trust	1,000	(1,056)	(56)
John Thaw Foundation	1,000	(1,197)	(197)
London Mentoring Programme	1,000	(1,000)	-
Stichting Horizon Foundation	2,033	(2,033)	-
Three Monkeys Trust	5,000	(1,856)	3,144
	<u>65,532</u>	<u>(115,708)</u>	<u>(50,176)</u>
TOTAL FUNDS	<u>818,432</u>	<u>(973,074)</u>	<u>(154,642)</u>

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2025

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.7.23 £	Net movement in funds £	Transfers between funds £	At 30.6.24 £
Unrestricted funds				
General fund	398,604	16,037	(3,225)	411,416
Restricted funds				
John Lyon's Charity	8,859	543	-	9,402
Westminster Foundation	-	17,647	-	17,647
Sarah Chamberlain & Tom Curtis	12,387	(12,387)	-	-
Dr Martens Foundation	5,920	(5,920)	-	-
Youth Collective	2,382	(2,820)	438	-
The Portal Trust	25,000	(1,568)	1,568	25,000
Charles S French Charitable Trust	-	949	-	949
The Dischma Charitable Trust	-	1,329	-	1,329
Derek Hill Foundation	-	1,645	-	1,645
Jerwood Arts	-	(1,215)	1,215	-
The Jessica Mathers Trust	-	(4)	4	-
Noel Coward Foundation	-	638	-	638
Awards for All	-	6,015	-	6,015
	<u>54,548</u>	<u>4,852</u>	<u>3,225</u>	<u>62,625</u>
TOTAL FUNDS	<u>453,152</u>	<u>20,889</u>	<u>-</u>	<u>474,041</u>

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2025

16. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	706,067	(690,030)	16,037
Restricted funds			
John Lyon's Charity	25,000	(24,457)	543
Westminster Foundation	41,201	(23,554)	17,647
Sarah Chamberlain & Tom Curtis	-	(12,387)	(12,387)
Dr Martens Foundation	-	(5,920)	(5,920)
Youth Collective	7,458	(10,278)	(2,820)
The Portal Trust	25,000	(26,568)	(1,568)
Charles S French Charitable Trust	2,000	(1,051)	949
The Dischma Charitable Trust	2,500	(1,171)	1,329
Derek Hill Foundation	2,000	(355)	1,645
Jerwood Arts	30,551	(31,766)	(1,215)
The Jessica Mathers Trust	1,000	(1,004)	(4)
Noel Coward Foundation	3,356	(2,718)	638
Awards for All	18,000	(11,985)	6,015
Tesco Stronger Starts	500	(500)	-
	<u>158,566</u>	<u>(153,714)</u>	<u>4,852</u>
TOTAL FUNDS	<u>864,633</u>	<u>(843,744)</u>	<u>20,889</u>

Restricted funds

John Lyon's Charity

£25,000 was received in January 2024. These funds were used towards the direct salary costs relating to our London Mentoring programme.

Westminster Foundation

£45,000 was received in December 2025. This funding was used to support mentoring for young people in Westminster in 2025.

Sarah Chamberlain & Tom Curtis

Sarah Chamberlain & Tom Curtis - £46,076 was received from Sarah Chamberlain and Tom Curtis in July 2022 to fund the costs of a new Fundraising Manager for Arts Emergency. Funds in this year were spent on the Fundraising Manager.

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2025

16. MOVEMENT IN FUNDS - continued

Dr Martens Foundation

Dr Martens Foundation - £15,639 was received from the Dr Martens Foundation in November 2022 to fund the Greater Manchester mentoring programme. The mentoring project is designed to provide opportunities and advice for young people to gain knowledge about the industry and a pathway into the arts. Funds in this year were spent on core costs.

Youth Collective

Youth Collective - £2,382 was received in donations in the previous year to fund the Youth Collective. The Youth Collective are the representatives of the young people in the Arts Emergency network, and funds were used to provide training and support so that the team are able to develop their own advocacy, activism and community work.

The Portal Trust

£25,000 was received in June 2024. This grant was to fund the London mentoring programme. No funds were spent in 23/24 and were carried forward to be spent on the project in this year.

Charles S French Charitable Trust

£2,000 was received in November 2024. This funding was used to support mentoring for young people in North East London boroughs.

The Dischma Charitable Trust

£3,000 was received in September 2024. This funding was used to support mentoring for young people in London.

Derek Hill Foundation

£2,000 was received in May 2024 towards the cost of our London Mentoring programme. At the end of the 23/24 financial year £1,645 of the fund remained which was carried forward to be spent on the project in this year.

The Jessica Mathers Trust

£1,000 was received in August 2023. These funds were used to fund places on our mentoring programme for five young people in Deptford.

Noel Coward Foundation

£3,500 was received in June 2025. This funding was used to support mentoring for young people in Manchester.

Awards for All - National Lottery Community fund

£18,000 was received in March 2024 to support young people in London living with a disability. £6,015 was carried forward into this year to support the project.

Buzzacott Stuart Defries Memorial Fund

£2,000 was received in February 2025. This funding was used to support mentoring for young people in London.

The Arts Emergency Service

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2025**

16. MOVEMENT IN FUNDS - continued

Chapman Charitable Trust

£1,000 was received in September 2024. This funding was used to support mentoring for young people in London.

John Thaw Foundation

£1,000 was received in January 2025. These funds were to support young people taking part in our Merseyside mentoring programme.

London Mentoring Programme

A donation of £1,000 was received from a company to support mentoring for young people in London.

Stichting Horizon Foundation

£2,033 was received in December 2024. These funds were used to support research into the possibility of expanding mentoring into West Yorkshire.

Three Monkeys Trust

£5,000 was received in February 2025. These funds were used to support mentoring for young people in London.

Tesco Stronger Starts

£500 was received from the Tesco Stronger Starts scheme in May 2024. This was used toward the cost of our Merseyside Mentoring programme.

17. RELATED PARTY DISCLOSURES

The total amount of employee benefits (salary) received by key management personnel (CEO) was £53,338 (2024: £51,883). During the year donations were received from trustees totalling £2,286 (2024: £1,568).

At the balance sheet date, the charity owed various shareholders a total of £300 (2024: £944) for charitable costs.

There were no further related party transactions for the year ended 30 June 2025.

The Arts Emergency Service

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2025**

18. COMPANY LIMITED BY GUARANTEE

The company is limited by guarantee with the liability of its members limited to £10, being the amount each member is required to contribute towards any outstanding debts and liabilities upon the winding up of the company.

The Arts Emergency Service

Detailed Statement of Financial Activities for the Year Ended 30 June 2025

	2025 £	2024 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	507,750	463,992
Gift aid	78,437	69,323
Grants	<u>226,659</u>	<u>319,609</u>
	812,846	852,924
Other trading activities		
Other income received	5,500	11,663
Investment income		
Other interest received	<u>86</u>	<u>46</u>
Total incoming resources	818,432	864,633
EXPENDITURE		
Charitable activities		
Wages	667,680	533,179
Social security	59,482	50,254
Superannuation	31,089	24,179
Rent and rates	45,625	23,752
Insurance	3,079	504
Telephone	3,100	2,530
Postage, stationery and printing of materials	5,258	14,088
Service support	300	-
Staff training	1,731	11,368
Subscriptions	2,942	1,862
Office	4,060	5,717
IT costs	38,581	23,404
Travel	20,459	21,653
DBS checks	1,276	1,065
Event costs	7,600	6,805
Consultancy	17,423	43,455
Hospitality	2,451	1,632
Recruitment costs	10,453	17,981
Vouchers	831	2,906
Carried forward	923,420	786,334

This page does not form part of the statutory financial statements

The Arts Emergency Service

Detailed Statement of Financial Activities for the Year Ended 30 June 2025

	2025 £	2024 £
Charitable activities		
Brought forward	923,420	786,334
Computer software	418	464
Office equipment	<u>3,654</u>	<u>3,665</u>
	927,492	790,463
Support costs		
Management		
Bank interest	-	70
Finance		
Bank charges	13,403	12,894
Loss on sale of tangible fixed assets	<u>-</u>	<u>(181)</u>
	13,403	12,713
Governance costs		
Legal fees	3,070	2,785
Governance	<u>29,109</u>	<u>37,713</u>
	<u>32,179</u>	<u>40,498</u>
Total resources expended	<u>973,074</u>	<u>843,744</u>
Net (expenditure)/income	<u>(154,642)</u>	<u>20,889</u>

This page does not form part of the statutory financial statements

THE ARTS EMERGENCY SERVICE

England & Wales - Charity number 1152377

Accounts

REGISTERED COMPANY NUMBER: 07655709 (England and Wales)
REGISTERED CHARITY NUMBER: 1152377

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 30 June 2024
for
The Arts Emergency Service

Swindells LLP
Chartered Accountants
Atlantic House
8 Bell Lane
Bellbrook Industrial Estate
Uckfield
East Sussex
TN22 1QL

The Arts Emergency Service

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The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2024

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 30 June 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charity's objects are to promote the arts and higher education and to encourage, maintain and develop public education and appreciation of the arts and higher education, to remove barriers to young people who wish to study an arts degree and to promote, improve, develop and maintain the appreciation of the arts.

Public benefit

In planning the charity's activities for the year, the Trustees complied with the requirements of section 17 of the Charities Act 2011, to have due regard to the public benefit guidance published by the Charity Commission.

The Arts Emergency Service
Report of the Trustees
for the Year Ended 30 June 2024

STRATEGIC REPORT

Achievement and performance

Main achievements summary

Helping young people aged 16 to 25 years from underrepresented backgrounds to access information, advice, and guidance regarding the arts and humanities in higher education and routes into careers in the cultural and creative industries through a young person-led, goal-focused mentoring and networking programme.

Summary of the main activities of the charity during the year

In 2023/24, Arts Emergency's activities were organised into three main strands: Mentoring, Young Community, and Youth Collective. Across these three programme strands, we worked with 1,382 young people aged 16-25 years (2022/23: 1,315), mainly in London, Brighton, Greater Manchester, and Merseyside, as well as more widely across the country. Programme delivery across these three strands was supported by a Network of 10,223 experienced professionals from across the creative and cultural sectors (2022/23: 9,153), 1,709 of whom were actively engaged with Arts Emergency's programmes (2022/23: 1,934).

Our full impact report can be found at: [Arts Emergency Impact Report 2023](#)

Mentoring

Through our one-year mentoring programme, a young person aged 16-18 is paired up with a trained mentor, based on their interests and goals, from our Network of volunteers who are experienced professionals from across the creative and cultural sectors. Mentoring pairs are introduced and continue to meet one hour a month throughout the year, for mentors to provide support as young people take their first steps out of compulsory education and make decisions about their future in higher education, vocational training, and early careers.

In 2023/24, we wrapped up our 2023 mentoring cohort, which began in January 2023 with 225 mentoring pairs across London, Brighton, Greater Manchester, and Merseyside (2022 cohort: 378 pairs). Our 2023 programme was significantly smaller than 2022 by design, pulling back on our pandemic offerings of remote mentoring for over 18s, and refocusing on our core regional mentoring programmes for 16-18 year olds. Within this cohort, 62% of mentees are from a deprived area; 60% are from a minority ethnic background; 54% do not have a university-educated parent; 51% have been eligible for free school meals or the 16-19 bursary; 19% have a learning difficulty or special educational need; and 10% have a disability. Importantly, 83% of mentees meet more than one of these criteria. 119 pairs completed the programme, for a completion rate of 63% (2022 cohort: 89%). This decrease is due to a more accurate recording of programme completion than in previous years, now requiring a minimum number of meetings, relationship duration, or clear explanation of why the relationship ended early.

Our evaluation shows that the mentoring programme made a significant impact on our aims to widen knowledge of routes into the creative and cultural industries, gain understanding and experiences of those industries, and gain confidence in taking those next steps. Following their participation in the programme, 84% of young people had good or improved knowledge of routes into the creative and cultural industries, 74% had good or improved experience and understanding of the industries, and 77% had good or improved self-confidence and understanding of how to articulate their skills, talents, and attributes. Overall, 88% of participants felt they were better informed as they navigate their next steps in higher education, vocational training, and early careers.

The Arts Emergency Service
Report of the Trustees
for the Year Ended 30 June 2024

"Taking part in the Arts Emergency mentoring programme was an incredible experience. My mentor provided me with lots of insight into my career pathway, arranging meetings with individuals working in the field. My year with Arts Emergency has been so incredibly valuable, and I'm very grateful for it!" - 2023 mentee

In preparation for our 2024 programme, we recruited a new cohort of mentors and mentees. 580 experienced professionals registered their interest in volunteering as a mentor (2023 cohort: 617), and we delivered training for 306 volunteers who were new to the programme (2023 cohort: 230), covering topics such as what mentoring is, safeguarding, and tips for supporting and working with young people. We also worked with 49 schools and partner organisations to recruit young people who could benefit from mentoring. 345 young people applied for the programme (2023 cohort: 378), with 90% coming from our referral partners.

In 2024, we introduced 247 mentoring pairs across London, Brighton, Greater Manchester, and Merseyside. Within this cohort, 70% are from a lower socioeconomic background, 55% are an ethnic minority, and 29% have a disability or special educational need. Notably, 55% of mentees meet more than one of these three criteria.

Mentoring pairs will continue to meet for one hour a month throughout the year to gain inside knowledge about the industry, set goals, and get advice into the sector. By the end of June 2024, 97% of young people rated their sessions positively, 82% had identified goals with their mentor, and 53% had already achieved some of their initial goals. This interim evaluation provides encouraging initial indications that mentees are making progress towards the mentoring outcomes within our Theory of Change.

Young Community

Following on from their mentoring experience, young people are encouraged to join our Young Community, where they can continue to receive support from Arts Emergency until their 26th birthday. In 2023/24, the Young Community grew to 1,392 young people (2022/23: 937). These young people were supported through time-bound programmes for specific cohorts with similar needs (summer work experience programme, coaching pilot), as well as a suite of core offers that were always available to access on demand (monthly newsletters, Wish List, Ask Arts Emergency, Ruby Tickets).

Our 2023 summer work experience programme offered 5-10 day placements with creative businesses and cultural organisations across the country. Placements took place in person, online, or hybrid. In 2023/24, we organised 42 placements at organisations across the country (2022/23: 31), including Kurt Geiger Kindness Foundation, British Library Leeds, and Partisan Records. 100% of young people felt that their work experience placement would help them in the future (2022/23: 94%), and 78% of young people reported that they made new professional contacts (2022/23: 87%).

"This has given me a very concrete idea of what it's like working in a literary agency and will be extremely useful in helping me make my decision about where in the publishing industry I want to work. One of the clearest examples of this was hearing about a specific job/role in the industry that I didn't even know existed." - Young Community member

The Arts Emergency Service
Report of the Trustees
for the Year Ended 30 June 2024

We also piloted a coaching programme for young people aged 18-25. Our rationale for the coaching pilot stemmed from learning we gathered from running mentoring for over-18s during the pandemic. We noted that older mentees struggled to build momentum over a 12-month period because of more complex commitments than younger mentees, and the guidance needed by older mentees was markedly different from the support needed by 16-18 mentees. With this in mind, we restructured the offer and piloted a 10-week coaching programme in hopes of making a big impact in a shorter amount of time. Coachees applied to the programme with a specific project or goal in mind, and were matched with a coach to help them harness tools and knowledge to achieve their goal over the 10-week period.

Through a callout of previous mentors, 190 experienced professionals registered their interest in volunteering as a coach and were offered training, which included the aims of the programme, safeguarding, and tools and tips for running coaching sessions. We received 68 applications for coaching from young people, which comprised 61 existing members of our Young Community and seven young people recruited through a partnership with London Transport Museum.

Across the two cohorts, 55 young people were matched with a coach. Within this cohort, 76% did not have a university-educated parent; 63% were from a minority ethnic background; 59% were from a deprived area; 39% had been eligible for free school meals or the 16-19 bursary; 32% had a disability; and 26% had a special educational need. Importantly, 90% of coachees met more than one of these criteria.

Coaching pairs met for one hour a week over the course of the 10-week period to work toward the young person's goal. 80% of coaching pairs said that the programme was very effective, and 20% said that it was somewhat effective. 100% of respondents said that they would recommend the coaching programme to others. At the outset of each cohort, coachees identified goals to work on across the 10 weeks, and we compared these goals against the achievements identified by coaching pairs in their evaluation forms. A qualitative review of this data showed that all of the respondents achieved all or parts of their goal.

"I now feel a sense of direction going forward and have had a huge boost of confidence!"

- 2023 Coachee

As part of our core offer in 2023/24, we shared 422 creative and cultural opportunities via our monthly newsletter (2022/23: 299). We fulfilled 22 requests for training and networking connections through our Wish List (2022/23: 151) and 45 requests for learning resources to support young people's professional development through Ask Arts Emergency (2022/23: 78). 94% of those connected via the Wish List felt that the experience helped them further their career or educational interests. We also continued our Ruby Tickets offer to help young people access cultural experiences that they would not otherwise be able to afford, providing 20 free tickets through the scheme (2022/23: 54). We also hosted and moderated a Discord server where young people could communicate and network with each other. The reduced core activity compared to 2022/23 was an intentional pulling back of the Community offer with a reduced staff team while we reviewed our long-term strategy and resourcing needs.

"I feel truly supported with my career choices and if there is ever a time where I need help or advice I can turn to others and ask how they got through it". - Young Community member

The Arts Emergency Service
Report of the Trustees
for the Year Ended 30 June 2024

Youth Collective

The Youth Collective was established in 2020 to ensure that young people's voices are amplified through Arts Emergency's activities and to create space for young people to develop their own advocacy, activism, and community work. In 2023/24, we continued our support for the Youth Collective through extending the term of the previous year's cohort. Six young people from across the country opted to return for another year, which provided the opportunity for longer-term collaboration. This extended term proved positive both for group cohesion and for the quality and clarity of purpose around their work.

Youth Collective members devised two campaign activities to amplify the voices of Young Community members. They curated and designed a 'zine entitled Art is Joy, which invited Young Community members to submit creative responses to the Youth Collective manifesto developed by the 2022-2023 Youth Collective. The zine was published online in June 2024 and had a limited print run. In May 2024, they also programmed and hosted an online event called 'Take Up Space', in which a panel of Network members were invited to respond to questions from the Young Community about imposter syndrome and confidence-building in the creative and cultural industries. The panel was composed of creative industry professionals Yomi Adegoke, Korantema Anyimadu, Silé Edwards, and Jonathan Wakeham.

Youth Collective members also played an important role in advocating for the Young Community's interests to Arts Emergency over the course of the year. They provided expert advice on consultation with young people to inform our strategic review, contributed to the development of our Theory of Change, took part in staff recruitment exercises, and lent their voices to our fundraising efforts. Additionally, two members of the Youth Collective served on the board as Young Trustees to ensure that young people's voices were represented at the governance level.

We also supported the Youth Collective to advocate for young people's interests to the wider sector. In July 2023, Youth Collective members spoke at the Royal Shakespeare Company's National Youth Conference, highlighting their achievements and learnings with Arts Emergency. In January 2024, one member spoke with MA students at the Royal College of Art. In March 2024, two members spoke with BA English students at Manchester Metropolitan University. From March to July 2024, one Youth Collective member and one Young Community member co-delivered workshops with the Liverpool Empire Theatre's Young Ambassadors programme, supporting young people to develop leadership and event planning skills.

Financial review

Financial position

At 30 June 2024 the charitable company held free reserves of £411,416 (compared to year end 2023 where we held reserves of £398,604).

Restricted reserves of £62,625 (compared to year end 2023, where we held restricted reserves of £54,548). Net income for the year was a £20,889.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2024

STRATEGIC REPORT

Financial review

Reserves policy

Arts Emergency's policy with regard to reserves is to ensure that the charity, and the services we offer to our beneficiaries, are reasonably secure in the event of significant reduction in income, allowing:

- Time to re-establish income streams
- Time to manage reduction in service levels or restructure should this become necessary.

The trustees recognise the need to hold sufficient free reserves to ensure protection of core activities in the event of unforeseen circumstances including any unplanned reduction in funding or an unforeseen need for funds to deliver additional charitable activity.

In light of uncertainty surrounding the Covid-19 pandemic, the trustees had increased the target level of free reserves from 6 months to 8 months. The trustees reviewed this target in September 2022 and agreed to reduce the target back down to 6 months. No change has been made to this policy in the year ending 30th June 2024.

As at 30th June 2024 the organisation held free reserves equivalent to 6 months of running costs based on 23/24 costs. However, with increasing costs related to the current cost of living crisis and with an ambitious 3 year plan in place for the next three financial years, we know that our running costs will increase for financial year 24/25 and at the new rate of expenditure the free reserves equate to 5 months of running costs. Budget forecasts for the coming years are being prepared to plan for building reserves to meet updated targets due to future higher running costs.

Designated funds

We do not currently hold any designated funds.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2024

STRATEGIC REPORT

Principal risks and uncertainties

The Trustees continually review:

- the high and significant risks to which the charity is exposed;
- the potential impact and probability associated with each risk;
- existing internal controls and accountability for them; and
- mitigating actions to reduce each risk to a level that the Board considers to be acceptable.

The relevant findings and mitigations are set out below

Economic pressures related to current financial climate

- The fundraising team has expanded to further diversify and increase revenue, with plans to increase capacity further in this area in the next financial year
- Targeted appeals relating to current issues facing our beneficiaries will continue to run
- Annual budgeting and ongoing monitoring of financial performance including monthly cashflow forecasting
- We implemented an in house finance system to ensure quick and accurate oversight of our financial position
- The preparation of financial forecasts aligned to the Arts Emergency strategy to target a diversification of income streams and incorporate an ongoing consideration of market and consumer trends

Incidents that damage reputation and/or negatively impact operations (including cyber security, serious fraud, major health and safety incidents, safeguarding and internal process failures)

- Safeguarding team in place
- Safeguarding training programme delivered to all staff and volunteers
- Safeguarding lead trustee on the board
- Finance team expanded to include a Finance Officer
- Finance manual updated and team training carried out
- Senior roles created and appointed with responsibility for data and systems: Head of Systems and Chief Operating Officer
- Full data review and team training undertaken in this financial year

Changes in Government regulatory requirements and/or Charity Sector guidance (e.g., GDPR, Fundraising Code) negatively impact on Arts Emergency's strategy and activities.

- The team monitors public policy and the regulatory environment on an ongoing basis to ensure potential risks can be proactively managed. This includes a particular focus on developments in fundraising regulation and the requirements of the General Data Protection Regulation (GDPR).
- Representation at key events and forums to help shape the research agenda.
- Strategic priorities and programme initiatives which target a diversification of income streams

Arts Emergency's strategy and activities are not properly or sufficiently focused in order for the charity to meet its objectives.

- Charity has a clear vision and a strategy setting out how we play a leading role in achieving significant improvements in access to careers in the arts and humanities
- Following our full strategic review in 21/22 to ensure that our mission is clear, the Leadership Team worked with colleagues and trustees to develop a three year business plan taking us to 2026
- We reviewed our three year plan focussing on the goals for 2023 - 2026

Attracting, developing and retaining talented staff in a competitive employment market combined with the reliance on significant levels of volunteer support both in fundraising and mentoring.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2024

STRATEGIC REPORT

- Regular benchmarking of compensation and benefits across the sector
- Ongoing proactive volunteer and employee recruitment programmes
- Active communication and training programme in place for volunteer mentors
- Programme of annual appraisals, development opportunities and individual training budgets provided
- Staff wellbeing programmes in place including Employee Assistance Programme

Delivering effective change management through major process improvement programmes in support of the charity's strategy

- Finance and resources committee is in place to review any proposed changes to staff structure, including new roles in order to make recommendations to the wider board
- All new programmes are reviewed to ensure alignment with mission and strategy and that appropriate governance and resourcing in place

Financial security and threats of fraud or misuse of company expenses

- Limits set on expenditure via all channels (expenses cards, bank account)
- Authorisation process in place for all outgoing payments (including incoming invoices and expense claims)
- Appropriate authorisation process in place for any payments made by job role and bank limit placed on daily transactions
- Trustee authorisation for any payments over £10,000
- Processes in place to check all new payees or payees who request payment to new a new bank account
- Bank account reviewed regularly and accounting system reviewed monthly to ensure any unexpected-expenditure is picked up immediately. Full management accounts reviewed quarterly by trustees.

Future plans

Arts Emergency has grown remarkably over the past ten years. During this period of rapid growth, the organisation has largely been focused on the quick wins required to establish its programmes, impact, and ways of working. The organisation has now reached a level of maturity that allows and demands it to take a longer-term approach to business planning. In Spring 2023, we set out on an exercise to develop a three-year business plan to guide the organisation's activities from July 2023 to June 2026.

Alongside the activities outlined in Year 1 (July 2023 - June 2024) we have been investing in research planning and capacity with a view to long term stability and growth.

Following this period of scoping and planning, we will implement these plans over Year 2 (July 2024 to June 2025) and Year 3 (July 2025 to June 2026) of the business plan. While we expect that our programme will evolve and grow, we will remain committed to providing timely, person-centred, and impactful support for young people, supported by a large, diverse, and highly engaged Network that we can mobilise to support programme delivery and spread inclusive practice in their own spheres. We will also continue to invest internally so that this work is underpinned by a healthy, vibrant, and sustainable organisational culture.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Arts Emergency Service is a registered charity (Registered Charity number 1152377), and a company limited by guarantee as defined by the Companies Act 2006 (number 07655709), governed by its Memorandum and Articles of Association and incorporated on 2 June 2011.

The company was granted charitable status on 11 June 2013.

The Arts Emergency Service
Report of the Trustees
for the Year Ended 30 June 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

The charitable company is administered by the Trustees comprising of individuals who are the Trustees of the charitable company at any given time, including the first Trustees and their successors. In selecting individuals for appointment as Trustees, the Trustees have regard to the skills, knowledge and experience required for the effective administration of the charitable company.

Decision making

In 2021 we undertook a governance review which clearly lays out the decision-making process for the charity.

The Board of Trustees has overarching responsibility for the approval and monitoring of the organisation's strategic plan. This includes:

- Overall approval of annual budgets and annual accounts
- Approval of charity's approach to risk and monitoring of risk register
- Development and implementation of board development plan
- Approving the Fundraising Policy and ensuring fundraising activity falls in line with this

The board has two subcommittees to support with key strategic and operational decisions. The Finance and Resources sub-committee oversees in detail the financial plans and performance of the charity and reviews the charity's risk management processes. The Appointments sub-committee leads the process for appointments and election to the Board of Trustees.

The charity is led by the CEO who is responsible for the day-to-day management of the organisation. This includes:

- Development, monitoring and implementation of strategic plan
- Identifying and pursuing opportunities for fundraising and business development
- Arranging preparation of budgets and forecasts for presentation to the board
- Administrative decisions regarding finance, HR, health and safety, project evaluation, management
- Information systems, marketing and communications

The CEO works with a Senior Leadership Team who support in these areas.

The Arts Emergency Service
Report of the Trustees
for the Year Ended 30 June 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

When new trustees are appointed to the Board, they receive an induction pack which includes information on trustee duties, a copy of our governing document and Charity Commission guidelines for trustees. We provide an overview of the charity's finances, our Safeguarding policy and a guide to the decisions that will need to be made as part of the role. We also give training on Safeguarding, what to do if things go wrong and have a code of conduct which trustees sign up to when they join.

Trustee terms are four years each, with a maximum of 9 years served in total. After four years, should the trustee wish to remain they are re-elected onto the Board by the remaining Trustees. If the trustee is considering stepping down, we ask trustees to continue for one year in order to induct a replacement trustee, or to give a minimum 6 months' notice.

When recruiting new trustees, the charity will create a recruitment pack including a person specification. We regularly undertake a skills audit to identify any gaps in knowledge or expertise that would be useful to the charity. When recruiting we will outline any skills we are particularly looking for. We advertise on our own website and social media channels, alongside industry recruitment sites and publications. In some cases, we will engage a charity trustee recruiter to support this process.

In all of our recruitment, we are committed to being a welcoming and inclusive organisation. It is important to us that our Board is representative of the young people we serve. We particularly welcome applications from disabled people, LGBTQIA+ people, Black, Asian and other people of colour. We believe that a diverse board will have the best range of talents to work effectively, and we encourage applications from people under the age of 30. For all roles we guarantee to interview anyone with a disability whose application meets the essential criteria for a post.

Two trustees on the board are representatives of our Youth Collective

Key management remuneration

Within the organisation we have salary points for the different levels of role and take into consideration the seniority of the role and the skills required when setting the salary. When recruiting for any paid role, we benchmark against comparable roles within similar organisations, taking into account our salary bands, budgets, and current financial position.

We run an annual appraisal process where performance related pay rises can be discussed and considered. When budgeting for future years we take into account a cost of living adjustment

Related parties

We offer consultancy and support to set up mentoring schemes for young people within other organisations such as the City Lions and Film London. This consultancy is chargeable and therefore supplements our income. We also work with organisations such as the London Transport Museum to support young people (employees and freelancers) with places on our programme. In these instances the organisations cover the associated costs (mentor training, support for the mentees).

Management

The management of the charitable company is vested in the trustees who are directors for the purposes of company law.

The trustees delegate the day to day administration of the charity to the Chief Executive Officer.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2024

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
07655709 (England and Wales)

Registered Charity number
1152377

Registered office
Unit W3
8 Woodberry Down
London
N4 2TG

Trustees
Ms F Woodrow (Treasurer)
Mr J J Burke
Ms K J A Edwards
Ms E O Adegoke
Ms A Keramidas
Miss C L Heywood
Miss J Dotiwala
Ms P K Mann (Chair)
Mr S J Oddie
Ms B V Patel

Company Secretary
Mr T D Fletcher

Independent Examiner
Melanie Richardson BA(Hons) FCA
Swindells LLP
Chartered Accountants
Atlantic House
8 Bell Lane
Bellbrook Industrial Estate
Uckfield
East Sussex
TN22 1QL

Support team of the trustees
Chief Executive Officer: Mr Neil Griffiths
Administration support: Jacques Preiss, Excluserv Ltd

Other information
Website: www.arts-emergency.org
Social Media: Facebook, Twitter and LinkedIn Accounts: Visit website

The Arts Emergency Service

**Report of the Trustees
for the Year Ended 30 June 2024**

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 11/03/2025..... and signed on the board's behalf by:

Perminder Mann

.....
Ms P K Mann - Trustee

**Independent Examiner's Report to the Trustees of
The Arts Emergency Service**

Independent examiner's report to the trustees of The Arts Emergency Service ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30 June 2024.

Responsibilities and basis of report

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

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

**Independent Examiner's Report to the Trustees of
The Arts Emergency Service**

Independent examiner's statement

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

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

M Richardson

Melanie Richardson BA(Hons) FCA

Swindells LLP
Chartered Accountants
Atlantic House
8 Bell Lane
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Uckfield
East Sussex
TN22 1QL

Date: 19 March 2025

The Arts Emergency Service

Statement of Financial Activities
for the Year Ended 30 June 2024

	Notes	Unrestricted fund £	Restricted funds £	2024 Total funds £	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	694,358	158,566	852,924	790,411
Other trading activities	3	11,663	-	11,663	-
Investment income	4	<u>46</u>	<u>-</u>	<u>46</u>	<u>-</u>
Total		<u>706,067</u>	<u>158,566</u>	<u>864,633</u>	<u>790,411</u>
EXPENDITURE ON					
Charitable activities	5				
Charitable activities		<u>690,030</u>	<u>153,714</u>	<u>843,744</u>	<u>732,246</u>
NET INCOME					
Transfers between funds	16	<u>16,037</u> <u>(3,225)</u>	<u>4,852</u> <u>3,225</u>	<u>20,889</u> <u>-</u>	<u>58,165</u> <u>-</u>
Net movement in funds		<u>12,812</u>	<u>8,077</u>	<u>20,889</u>	<u>58,165</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>398,604</u>	<u>54,548</u>	<u>453,152</u>	<u>394,987</u>
TOTAL FUNDS CARRIED FORWARD		<u>411,416</u>	<u>62,625</u>	<u>474,041</u>	<u>453,152</u>

The notes form part of these financial statements

The Arts Emergency Service

Balance Sheet 30 June 2024

	Notes	Unrestricted fund £	Restricted funds £	2024 Total funds £	2023 Total funds £
FIXED ASSETS					
Intangible assets	12	4,181	-	4,181	-
Tangible assets	13	<u>9,515</u>	<u>1,479</u>	<u>10,994</u>	<u>11,498</u>
		13,696	1,479	15,175	11,498
CURRENT ASSETS					
Debtors	14	95,566	-	95,566	62,003
Cash at bank		<u>338,099</u>	<u>61,146</u>	<u>399,245</u>	<u>430,351</u>
		433,665	61,146	494,811	492,354
CREDITORS					
Amounts falling due within one year	15	<u>(35,945)</u>	<u>-</u>	<u>(35,945)</u>	<u>(50,700)</u>
NET CURRENT ASSETS		<u>397,720</u>	<u>61,146</u>	<u>458,866</u>	<u>441,654</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>411,416</u>	<u>62,625</u>	<u>474,041</u>	<u>453,152</u>
NET ASSETS		<u>411,416</u>	<u>62,625</u>	<u>474,041</u>	<u>453,152</u>
FUNDS	16				
Unrestricted funds				411,416	398,604
Restricted funds				<u>62,625</u>	<u>54,548</u>
TOTAL FUNDS				<u>474,041</u>	<u>453,152</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30 June 2024.

The members have not required the company to obtain an audit of its financial statements for the year ended 30 June 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the

The notes form part of these financial statements

The Arts Emergency Service

Balance Sheet - continued
30 June 2024

requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 11/03/2025
..... and were signed on its behalf by:

Perminder Mann

.....

Ms P K Mann - Trustee

The notes form part of these financial statements

The Arts Emergency Service

**Cash Flow Statement
for the Year Ended 30 June 2024**

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	(23,457)	77,821
Interest paid		<u>(70)</u>	<u>-</u>
Net cash (used in)/provided by operating activities		<u>(23,527)</u>	<u>77,821</u>
 Cash flows from investing activities			
Purchase of intangible fixed assets		(4,645)	-
Purchase of tangible fixed assets		(3,630)	(4,644)
Sale of tangible fixed assets		650	-
Interest received		<u>46</u>	<u>-</u>
Net cash used in investing activities		<u>(7,579)</u>	<u>(4,644)</u>
 Change in cash and cash equivalents in the reporting period		 (31,106)	 73,177
Cash and cash equivalents at the beginning of the reporting period		<u>430,351</u>	<u>357,174</u>
 Cash and cash equivalents at the end of the reporting period		 <u>399,245</u>	 <u>430,351</u>

The notes form part of these financial statements

The Arts Emergency Service

Notes to the Cash Flow Statement
for the Year Ended 30 June 2024

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net income for the reporting period (as per the Statement of Financial Activities)	20,889	58,165
Adjustments for:		
Depreciation charges	4,129	3,201
Profit on disposal of fixed assets	(181)	-
Interest received	(46)	-
Interest paid	70	-
Increase in debtors	(33,563)	(9,679)
(Decrease)/increase in creditors	<u>(14,755)</u>	<u>26,134</u>
Net cash (used in)/provided by operations	<u>(23,457)</u>	<u>77,821</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.7.23 £	Cash flow £	At 30.6.24 £
Net cash			
Cash at bank	<u>430,351</u>	<u>(31,106)</u>	<u>399,245</u>
	<u>430,351</u>	<u>(31,106)</u>	<u>399,245</u>
Total	<u>430,351</u>	<u>(31,106)</u>	<u>399,245</u>

The notes form part of these financial statements

The Arts Emergency Service

Notes to the Financial Statements for the Year Ended 30 June 2024

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The presentation currency in the financial statements is the Pound Sterling (£).

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The charity receives donations from members of the public. These donations are deposited into the charity's bank account and are recognised when the funds are received.

Grant income is recognised when the charity has entitlement to the funds, and any performance conditions attached to the grants have been met.

Expenditure

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

Expenditure on charitable activities includes administering mentoring schemes and other projects associated with the charity's aims. All support costs are allocated to expenditure on charitable activities.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Office equipment - 25% on reducing balance

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2024

1. ACCOUNTING POLICIES - continued

Fund accounting

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company contributes towards employee's defined contribution pension schemes. Contributions payable to the pension schemes are charged to the Statement of Financial Activities in the period to which they relate.

Going concern

The trustees have reviewed the circumstances of The Arts Emergency Service and consider that adequate resources continue to be available to fund the activities of the charity for the foreseeable future. As such, the trustees are of the view that the charity is a going concern.

Grants

Government grants in respect of capital expenditure are credited to a deferred income account and released to profit over the expected useful lives of the relevant assets in equal annual instalments.

Government grants of a revenue nature are credited to income so as to match them with the expenditure to which they relate.

2. DONATIONS AND LEGACIES

	2024	2023
	£	£
Donations	463,992	530,870
Gift aid	69,323	59,402
Grants	<u>319,609</u>	<u>200,139</u>
	<u>852,924</u>	<u>790,411</u>

Grants received, included in the above, are as follows:

	2024	2023
	£	£
Grants	<u>319,609</u>	<u>200,139</u>

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2024

3. OTHER TRADING ACTIVITIES

	2024	2023
	£	£
Other income received	<u>11,663</u>	<u>-</u>

4. INVESTMENT INCOME

	2024	2023
	£	£
Other interest received	<u>46</u>	<u>-</u>

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 6) £	Support costs (see note 7) £	Totals £
Charitable activities	<u>790,463</u>	<u>53,281</u>	<u>843,744</u>

6. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2024	2023
	£	£
Staff costs	607,612	482,156
Rent and rates	23,752	21,730
Insurance	504	2,427
Telephone	2,530	2,514
Postage, stationery and printing of materials	14,088	17,171
Staff training	11,368	4,308
Subscriptions	1,862	987
Office	5,717	3,231
IT costs	23,404	45,501
Travel	21,653	16,236
DBS checks	1,065	936
Event costs	6,805	21,903
Consultancy	43,455	31,934
Hospitality	1,632	3,174
Recruitment costs	17,981	38,505
Vouchers	2,906	1,020
Donations	-	59
Depreciation	<u>4,129</u>	<u>3,201</u>
	<u>790,463</u>	<u>696,993</u>

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2024

7. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Charitable activities	<u>70</u>	<u>12,713</u>	<u>40,498</u>	<u>53,281</u>

Governance costs include £3,490 (2023: £2,000) in respect of the independent examination of these financial statements.

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation - owned assets	3,665	3,201
Surplus on disposal of fixed assets	(181)	-
Computer software amortisation	<u>464</u>	<u>-</u>

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 30 June 2024 nor for the year ended 30 June 2023.

Trustees' expenses

During the year, two (2023: two) trustees received reimbursements of employment related expenses amounting to £2,899 (2023: £2,005).

10. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	533,179	437,258
Social security costs	50,254	35,461
Other pension costs	<u>24,179</u>	<u>9,437</u>
	<u>607,612</u>	<u>482,156</u>

The average monthly number of employees during the year was as follows:

	2024	2023
Charitable activities and administration	<u>18</u>	<u>18</u>

No employees received emoluments in excess of £60,000.

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2024

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	<u>677,314</u>	<u>113,097</u>	<u>790,411</u>
EXPENDITURE ON			
Charitable activities			
Charitable activities	<u>648,213</u>	<u>84,033</u>	<u>732,246</u>
NET INCOME	29,101	29,064	58,165
Transfers between funds	<u>(1)</u>	<u>1</u>	<u>-</u>
Net movement in funds	29,100	29,065	58,165
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>369,505</u>	<u>25,482</u>	<u>394,987</u>
TOTAL FUNDS CARRIED FORWARD	<u>398,605</u>	<u>54,547</u>	<u>453,152</u>

12. INTANGIBLE FIXED ASSETS

	Computer software £
COST	
Additions	<u>4,645</u>
AMORTISATION	
Charge for year	<u>464</u>
NET BOOK VALUE	
At 30 June 2024	<u>4,181</u>
At 30 June 2023	<u>-</u>

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2024

13. TANGIBLE FIXED ASSETS

	Office equipment £
COST	
At 1 July 2023	19,640
Additions	3,630
Disposals	<u>(1,682)</u>
At 30 June 2024	<u>21,588</u>
DEPRECIATION	
At 1 July 2023	8,142
Charge for year	3,665
Eliminated on disposal	<u>(1,213)</u>
At 30 June 2024	<u>10,594</u>
NET BOOK VALUE	
At 30 June 2024	<u>10,994</u>
At 30 June 2023	<u>11,498</u>

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade debtors	3,286	-
Other debtors	77,774	59,702
Prepayments and accrued income	<u>14,506</u>	<u>2,301</u>
	<u>95,566</u>	<u>62,003</u>

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2024

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Trade creditors	18,605	-
Social security and other taxes	10,246	18,551
Other creditors	3,304	1,884
Accruals and deferred income	<u>3,790</u>	<u>30,265</u>
	<u>35,945</u>	<u>50,700</u>

16. MOVEMENT IN FUNDS

	At 1.7.23	Net movement in funds	Transfers between funds	At 30.6.24
	£	£	£	£
Unrestricted funds				
General fund	398,604	16,037	(3,225)	411,416
Restricted funds				
John Lyon's Charity	8,859	543	-	9,402
Westminster Foundation	-	17,647	-	17,647
Sarah Chamberlain & Tom Curtis	12,387	(12,387)	-	-
Dr Martens Foundation	5,920	(5,920)	-	-
Youth Collective	2,382	(2,820)	438	-
The Portal Trust	25,000	(1,568)	1,568	25,000
Charles S French Charitable Trust	-	949	-	949
The Dischma Charitable Trust	-	1,329	-	1,329
Derek Hill Foundation	-	1,645	-	1,645
Jerwood Arts	-	(1,215)	1,215	-
The Jessica Mathers Trust	-	(4)	4	-
Noel Coward Foundation	-	638	-	638
Awards for All	-	6,015	-	6,015
	<u>54,548</u>	<u>4,852</u>	<u>3,225</u>	<u>62,625</u>
TOTAL FUNDS	<u>453,152</u>	<u>20,889</u>	<u>-</u>	<u>474,041</u>

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2024

16. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	706,067	(690,030)	16,037
Restricted funds			
John Lyon's Charity	25,000	(24,457)	543
Westminster Foundation	41,201	(23,554)	17,647
Sarah Chamberlain & Tom Curtis	-	(12,387)	(12,387)
Dr Martens Foundation	-	(5,920)	(5,920)
Youth Collective	7,458	(10,278)	(2,820)
The Portal Trust	25,000	(26,568)	(1,568)
Charles S French Charitable Trust	2,000	(1,051)	949
The Dischma Charitable Trust	2,500	(1,171)	1,329
Derek Hill Foundation	2,000	(355)	1,645
Jerwood Arts	30,551	(31,766)	(1,215)
The Jessica Mathers Trust	1,000	(1,004)	(4)
Noel Coward Foundation	3,356	(2,718)	638
Awards for All	18,000	(11,985)	6,015
Tesco Stronger Starts	500	(500)	-
	<u>158,566</u>	<u>(153,714)</u>	<u>4,852</u>
TOTAL FUNDS	<u>864,633</u>	<u>(843,744)</u>	<u>20,889</u>

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2024

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.7.22 £	Net movement in funds £	Transfers between funds £	At 30.6.23 £
Unrestricted funds				
General fund	369,505	29,100	(1)	398,604
Restricted funds				
Postcode Lottery	4,127	(4,127)	-	-
John Lyon's Charity	11,355	(2,496)	-	8,859
Westminster Foundation	10,000	(10,001)	1	-
Sarah Chamberlain & Tom Curtis	-	12,387	-	12,387
Dr Martens Foundation	-	5,920	-	5,920
Youth Collective	-	2,382	-	2,382
The Portal Trust	-	25,000	-	25,000
	<u>25,482</u>	<u>29,065</u>	<u>1</u>	<u>54,548</u>
TOTAL FUNDS	<u>394,987</u>	<u>58,165</u>	<u>-</u>	<u>453,152</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	677,314	(648,214)	29,100
Restricted funds			
Postcode Lottery	1	(4,128)	(4,127)
John Lyon's Charity	25,000	(27,496)	(2,496)
Westminster Foundation	-	(10,001)	(10,001)
Sarah Chamberlain & Tom Curtis	45,075	(32,688)	12,387
Dr Martens Foundation	15,639	(9,719)	5,920
Youth Collective	2,382	-	2,382
The Portal Trust	25,000	-	25,000
	<u>113,097</u>	<u>(84,032)</u>	<u>29,065</u>
TOTAL FUNDS	<u>790,411</u>	<u>(732,246)</u>	<u>58,165</u>

Notes to the Financial Statements - continued
for the Year Ended 30 June 2024

16. MOVEMENT IN FUNDS - continued

Postcode Lottery

Postcode Lottery (restricted fund) - an amount of £18,406 was received in previous years from the Postcode Neighbourhood Trust. These funds were used to fund mentoring and opportunities for 50 young people from underrepresented groups in Merseyside for the Merseyside project. The Merseyside project commenced in September 2021, with all remaining funds spent in the year being on the employees involved in the project. All funds allocated to this project have now been spent and therefore there are no funds for this project carried forward.

John Lyon's Charity

£25,000 was received in January 2024. These funds were used towards the direct salary costs relating to our London Mentoring programme in this financial year.

Westminster Foundation

£41,201 was received in October 2023. These funds were used to support young people in Westminster taking part in our Mentoring programme.

Sarah Chamberlain & Tom Curtis

Sarah Chamberlain & Tom Curtis (restricted fund) - £46,076 was received from Sarah Chamberlain and Tom Curtis in July 2022 to fund the costs of a new Fundraising Manager for Arts Emergency. The new Fundraising Manager was appointed in August 2022 and funds in the year have been spent on their salary, training, recruitment and IT costs.

Dr Martens Foundation

Dr Martens Foundation (restricted fund) - £15,639 was received from the Dr Martens Foundation in November 2022 to fund the Greater Manchester mentoring programme. The mentoring project is designed to provide opportunities and advice for young people to gain knowledge about the industry and a pathway into the arts. Funds in the year were spent on salaries, staff training, travel expenses, IT costs and printing.

Youth Collective

Youth Collective (restricted fund) - £2,382 was received in donations in the previous year to fund the Youth Collective. The Youth Collective are the representatives of the young people in the Arts Emergency network, and funds will be used to provide training and support so that the team are able to develop their own advocacy, activism and community work.

The Portal Trust

£25,000 was received in June 2024. These funds will be used to fund a mentoring programme in London in 2025. No funds were spent in this year and will be carried forward to the next financial year to fund the project.

Charles S French Charitable Trust

Charles S French Charitable Trust (restricted fund) - £2,000 was received in November 2023. This funding was used towards supporting young people in the London Borough of Hackney.

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2024

16. MOVEMENT IN FUNDS - continued

The Dischma Charitable Trust

The Dischma Charitable Trust (restricted fund) - £2,500 was received in December 2023. These funds were used towards supporting young people on our London-wide mentoring programme.

Derek Hill Foundation

Derek Hill Foundation (restricted fund) - £2,000 was received in May 2024 towards the cost of our London Mentoring programme. At the end of the financial year £1,644.98 of the fund remained which will fund the remainder of the project in the next financial year.

Jerwood Arts

£30,552 was received in July 2023. These funds were used by Arts Emergency for research, consultation, and expert advice to take on board learnings from Weston Jerwood Creative Bursaries and explore the potential to build on its legacy.

The Jessica Mathers Trust

£1,000 was received in August 2023. These funds were used to fund places on our mentoring programme for five young people in Deptford.

Noel Coward Foundation

£3,356 was received in November 2023. This funding was used towards supporting young people in Manchester taking part in our Mentoring programme in 2024.

Tesco Stronger Starts

£500 was received from the Tesco Stronger Starts scheme in May 2024. This was used toward the cost of our Merseyside Mentoring programme.

Awards for All - National Lottery Community fund

£18,000 was received in March 2024 to support young people in London living with a disability. We spent £11,369.66 in this financial year and will carry £6,015.34 into the next financial year to support the project.

17. RELATED PARTY DISCLOSURES

The total amount of employee benefits (salary) received by key management personnel (CEO) was £51,000 (2023: £45,800).

During the year donations were received from trustees totalling £1,882 (2023: £1,280).

There were no further related party transactions for the year ended 30 June 2024.

The Arts Emergency Service

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2024**

18. COMPANY LIMITED BY GUARANTEE

The company is limited by guarantee with the liability of its members limited to £10, being the amount each member is required to contribute towards any outstanding debts and liabilities upon the winding up of the company.

The Arts Emergency Service

Detailed Statement of Financial Activities
for the Year Ended 30 June 2024

	2024 £	2023 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	463,992	530,870
Gift aid	69,323	59,402
Grants	<u>319,609</u>	<u>200,139</u>
	852,924	790,411
Other trading activities		
Other income received	11,663	-
Investment income		
Other interest received	<u>46</u>	<u>-</u>
Total incoming resources	864,633	790,411
EXPENDITURE		
Charitable activities		
Wages	533,179	437,258
Social security	50,254	35,461
Superannuation	24,179	9,437
Rent and rates	23,752	21,730
Insurance	504	2,427
Telephone	2,530	2,514
Postage, stationery and printing of materials	14,088	17,171
Staff training	11,368	4,308
Subscriptions	1,862	987
Office	5,717	3,231
IT costs	23,404	45,501
Travel	21,653	16,236
DBS checks	1,065	936
Event costs	6,805	21,903
Consultancy	43,455	31,934
Hospitality	1,632	3,174
Recruitment costs	17,981	38,505
Vouchers	2,906	1,020
Donations	-	59
Computer software	464	-
Carried forward	786,798	693,792

This page does not form part of the statutory financial statements

The Arts Emergency Service

Detailed Statement of Financial Activities for the Year Ended 30 June 2024

	2024 £	2023 £
Charitable activities		
Brought forward	786,798	693,792
Office equipment	<u>3,665</u>	<u>3,201</u>
	790,463	696,993
Support costs		
Management		
Bank interest	70	-
Finance		
Bank charges	12,894	5,587
Loss on sale of tangible fixed assets	<u>(181)</u>	<u>-</u>
	12,713	5,587
Governance costs		
Legal fees	2,785	-
Governance	<u>37,713</u>	<u>29,666</u>
	<u>40,498</u>	<u>29,666</u>
Total resources expended	<u>843,744</u>	<u>732,246</u>
Net income	<u>20,889</u>	<u>58,165</u>

This page does not form part of the statutory financial statements

THE ARTS EMERGENCY SERVICE

England & Wales - Charity number 1152377

Accounts

REGISTERED COMPANY NUMBER: 07655709 (England and Wales)

REGISTERED CHARITY NUMBER: 1152377

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 30 June 2023
for
The Arts Emergency Service

Swindells LLP
Chartered Accountants
Atlantic House
8 Bell Lane
Bellbrook Industrial Estate
Uckfield
East Sussex
TN22 1QL

The Arts Emergency Service

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The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2023

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 30 June 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charity's objects are to promote the arts and higher education and to encourage, maintain and develop public education and appreciation of the arts and higher education, to remove barriers to young people who wish to study an arts degree and to promote, improve, develop and maintain the appreciation of the arts.

Public benefit

In planning the charity's activities for the year, the trustees complied with the requirements of s17 of the Charities Act 2011, to have due regard to the public benefit guidance published by the Charity Commission.

STRATEGIC REPORT

Achievement and performance

Main achievements summary

Helping young people aged 16 to 25 years from underrepresented backgrounds to access information, advice, and guidance regarding the arts and humanities in higher education and routes into careers in the cultural and creative industries through a young person-led, goal-focused mentoring and networking programme.

Summary of the main activities of the charity during the year

In 2022/23, Arts Emergency's activities were organised into three main strands: Mentoring, Young Community, and Youth Collective. Across these three programme strands, we worked with 1,315 young people aged 16-25 years (2021/22: 998), mainly in London, Brighton, Greater Manchester, and Merseyside, as well as more widely across the country. Programme delivery across these three strands was supported by a Network of 9,153 experienced professionals from across the creative and cultural sectors (2021/22: 8,261), 1,934 of whom were actively engaged with Arts Emergency's programmes (2021/22: 1,610).

Our full impact report can be found at: <https://www.arts-emergency.org/about-us/reports>

Mentoring

Through our one-year mentoring programme, a young person aged 16-18 is paired up with a trained mentor, based on their interests and goals, from our Network of volunteers who are experienced professionals from across the creative and cultural sectors. Mentoring pairs are introduced and continue to meet one hour a month throughout the year, for mentors to provide support as young people take their first steps out of compulsory education and make decisions about their future in higher education, vocational training, and early careers.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2023

STRATEGIC REPORT

Achievement and performance

Mentoring (continued)

In 2022/23, we wrapped up our 2022 mentoring cohort, which began in January 2022 with 378 mentoring pairs across London, Brighton, Greater Manchester, and Merseyside (2021 cohort: 352 pairs). Within this cohort, 56% did not have a university-educated parent; 35% had a household income below £25,000; 45% were from a Black, Asian, or minority ethnic background; 42% have been eligible for free school meals or the 16-19 bursary; 15% had a learning difficulty or special educational need; and 14% had a disability. 337 pairs completed the programme, for a completion rate of 89% (2021 cohort: 83%).

Our evaluation shows that the mentoring programme made a significant impact on our aims to widen knowledge of routes into the creative and cultural industries, gain understanding and experiences of those industries, and gain confidence in taking those next steps. Following their participation in the programme, 96% of young people reported that they had learned new things that helped them feel more prepared for the future, 93% said that they understood more about the world of work, 86% said that they had gained information about the career choices available to them, 86% said that they had a better understanding of what their next step could be, and 79% felt that a career in the creative and cultural industries was more attainable to them.

"I think it's made me feel more knowledgeable about the industry, and that I know more about it, and I can speak confidently about what in the industry I want to be able to do, and what I can do now. I have applied to university and have received five offers, including my first choice, which is a TV and Radio Production degree at Salford University." - 2022 mentee

In preparation for our 2023 programme, we recruited a new cohort of mentors and mentees. 617 experienced professionals registered their interest in volunteering as a mentor (2022 cohort: 940), and we delivered training for over 230 volunteers who were new to the programme (2022 cohort: 526), covering topics such as what mentoring is, safeguarding, and tips for supporting and working with young people. We also worked with 33 schools and partner organisations to recruit young people who could benefit from mentoring. 378 young people applied for the programme (2022 cohort: 631), with 83% coming from our referral partners. Our 2023 programme was significantly smaller than 2022 by design, pulling back on our pandemic offerings of remote mentoring for over 18s, and refocusing on our core regional mentoring programmes for 16-18 year olds.

In January 2023, we introduced a new cohort of 225 mentoring pairs across London, Brighton, Greater Manchester, and Merseyside. Within this cohort, 62% of mentees are from a deprived area; 60% are from a Black, Asian, or minority ethnic background; 54% do not have a university-educated parent; 51% have been eligible for free school meals or the 16-19 bursary; 19% have a learning difficulty or special educational need; and 10% have a disability. Importantly, 83% of mentees meet more than one of these criteria.

Mentoring pairs will continue to meet for one hour a month throughout the year to gain inside knowledge about the industry, set goals, and get advice into the sector. By the end of June 2023, 98% of young people rated their sessions positively, and 62% said they had already achieved some of their initial goals.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2023

STRATEGIC REPORT

Achievement and performance

Young Community

Following on from their mentoring experience, young people are encouraged to join our Young Community, where they can continue to receive support from Arts Emergency until their 26th birthday. In 2022/23, the Young Community grew to 937 young people (2021/22: 646). Young Community members benefitted from a wide-ranging offer, including careers clinics, training and networking connections (Wish List), resources to support their professional development (Ask Arts Emergency), tickets to cultural events (Ruby Tickets), and work experience opportunities. They also received a monthly newsletter with news and opportunities and access to a Discord server where they could communicate with each other.

In 2022/23, the Community team shared 299 creative and cultural opportunities via the monthly newsletter (2021/22: 223). We fulfilled 147 requests for training and networking connections (Wish List) and learning resources to support young people's professional development (Ask Arts Emergency). In all, we facilitated 95 new professional connections for our young members (2021/22: 70). 91% of those connected via the Wish List felt the experience helped them further their career or educational interests. We also continued our Ruby Tickets offer to help young people access cultural experiences that they would not otherwise be able to afford, providing 54 free tickets through the scheme.

"It's honestly been great, really helpful to understand the industry and how it works and how I can work within it. It has been very helpful to have this network of Community who are in the creative industry to give advice on how I can further my experience and expertise." - Young Community member

We also continued our summer work experience programme, offering 5-10 day placements with creative businesses and cultural organisations across the country. Placements took place in person, online, or hybrid. In 2022/23, we organised 38 placements at organisations across the country (2021/22: 40), including creative studio Margaret London, production company NKD Films, and independent record label Partisan Records. 94% of young people felt that their work experience placement would help them in the future (2021/22: 100%), and 87% of young people reported that they made new professional contacts (2021/22: 73%).

Youth Collective

The Youth Collective was established in 2020 to ensure that young people's voices are amplified through Arts Emergency's activities and to create space for young people to develop their own advocacy, activism, and community work. In 2022/23, we expanded the Youth Collective to include 10 young people from across the country, broadening it out from the initial pilot programme based in London.

In September 2022, the cohort worked with the Royal College of Art and Arts Emergency CEO Neil Griffiths to create a manifesto for the Youth Collective. Over the course of the year, the cohort worked together to plan and deliver a campaign of their own design. This took the form of a day festival in Manchester to celebrate Arts Emergency's 10th birthday, which had 104 young people booked to attend, and featured creative workshops, networking, film screenings, a keynote panel, a musical showcase, and more.

Additionally, two members of the Youth Collective joined the board as Young Trustees to ensure that young people's voices are represented at the governance level.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2023

STRATEGIC REPORT

Financial review

Financial position

At 30 June 2023 the charitable company held free reserves of £398,605 (2022 - £369,505) and restricted reserves of £54,547 (2022 - £25,482). Net income for the year was a £58,165.

Reserves policy

Reserves policy

Arts Emergency's policy with regard to reserves is to ensure that the charity, and the services we offer to our beneficiaries, are reasonably secure in the event of significant reduction in income, allowing:

- Time to re-establish income streams**
- Time to manage reduction in service levels or restructure should this become necessary.**

The trustees recognise the need to hold sufficient free reserves to ensure protection of core activities in the event of unforeseen circumstances including any unplanned reduction in funding or an unforeseen need for funds to deliver additional charitable activity.

In light of uncertainty surrounding the Covid-19 pandemic, the trustees had increased the target level of free reserves from 6 months to 8 months. The trustees reviewed this target in September 2022 and agreed to reduce the target back down to 6 months.

As at 30th June 2023 the organisation held free reserves equivalent to 7.9 months of running costs based on 22/23 costs. However, with increasing costs related to the current cost of living crisis and with an ambitious 3 year plan in place for the next three financial years, we know that our running costs will increase for financial year 23/24.

Designated funds

Arts Emergency had reserves designated to support technological development of systems to support the organisation. These funds were used in the last financial year to make essential upgrades to our database system and also support the strengthening of our governance and leadership through recruitment of a new chair of trustees and professional development for our Senior Leadership Team (SLT).

The Arts Emergency Trustees made the decision not to redesignate reserves in the financial year 2022 - 2023.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2023

STRATEGIC REPORT

Principal risks and uncertainties

The trustees continually review:

- o the high and significant risks to which the charity is exposed;**
- o the potential impact and probability associated with each risk;**
- o existing internal controls and accountability for them; and**
- o mitigating actions to reduce each risk to a level that the Board considers to be acceptable.**

The relevant findings are set out below:

Economic pressures related to current financial climate

- o The fundraising team was expanded to further diversify and increase revenue, with plans to increase capacity further in this area in the next financial year**
- o Targeted appeals relating to current issues facing our beneficiaries will continue to run**
- o Annual budgeting and ongoing monitoring of financial performance**
- o Planned introduction of a finance system to better monitor financial performance**
- o The preparation of financial forecasts aligned to the Arts Emergency strategy to target a diversification of income streams and incorporate an ongoing consideration of market and consumer trends**

Incidents that damage reputation and/or negatively impact operations (including cyber security, serious fraud, major health and safety incidents, safeguarding and internal process failures)

- o Safeguarding team in place, including a safeguarding trustee**
- o Safeguarding training programme delivered to all staff and volunteers**
- o Safeguarding lead trustee on the board**
- o Finance team expanded to include a Finance Officer**
- o Finance manual updated and team training carried out**
- o Senior roles created and appointed with responsibility for data and systems: Head of Systems and Chief Operating Officer**
- o Data review to be undertaken in 23/24**

Changes in Government regulatory requirements and/or Charity Sector guidance (e.g., GDPR, Fundraising Code) negatively impact on Arts Emergency's strategy and activities

- o The team monitors public policy and the regulatory environment on an ongoing basis to ensure potential risks can be proactively managed. This includes a particular focus on developments in fundraising regulation and the requirements of the General Data Protection Regulation (GDPR).**
- o Representation at key events and forums to help shape the research agenda.**
- o Strategic priorities and programme initiatives which target a diversification of income streams**

Arts Emergency's strategy and activities are not properly or sufficiently focused in order for the charity to meet its objectives

- o Charity has a clear vision and a strategy setting out how we play a leading role in achieving significant improvements in access to careers in the arts and humanities**

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2023

STRATEGIC REPORT

- o We carried out a full strategic review in 21/22 to ensure that our mission is clear, the Leadership team worked with colleagues and trustees to develop a three year business plan taking us to 2026

Attracting, developing and retaining talented staff in a competitive employment market combined with the reliance on significant levels of volunteer support both in fundraising and mentoring

- o Regular benchmarking of compensation and benefits across the sector
- o Ongoing proactive volunteer and employee recruitment programmes
- o Programme of staff engagement and wellbeing
- o Active communication and training programme in place for volunteer mentors
- o Programme of annual appraisals, development opportunities and individual training budgets provided
- o Staff wellbeing programmes in place including Employee Assistance Programme

Delivering effective change management through major process improvement programmes in support of the charity's strategy

- o Finance and resources committee is in place to review any proposed changes to staff structure, including new roles in order to make recommendations to the wider board
- o All new programmes are reviewed to ensure alignment with mission and strategy and that appropriate governance and resourcing in place

Financial security and threats of fraud or misuse of company expenses

- o Limits set on expenditure via all channels (expenses cards, bank account)
- o Authorisation process in place for all outgoing payments (including incoming invoices and expense claims)
- o Authorisation process in place for any payments made over £500
- o Trustee authorisation for any payments over £10,000
- o Processes in place to check all new payees or payees who request payment to new a new bank account
- o Bank account reviewed regularly and management accounts reviewed monthly to ensure any unexpected expenditure is picked up immediately

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2023

STRATEGIC REPORT

Future plans

Arts Emergency has grown remarkably over the past ten years. During this period of rapid growth, the organisation has largely been focused on the quick wins required to establish its programmes, impact, and ways of working. The organisation has now reached a level of maturity that allows and demands it to take a longer-term approach to business planning. In Spring 2023, we set out on an exercise to develop a three-year business plan to guide the organisation's activities from July 2023 to June 2026.

In Year 1 of the business plan (July 2023 to June 2024), we will continue to deliver Mentoring programmes in existing regions and run a baseline Community programme and Youth Collective while we invest in research and development to develop a long-term programmes strategy and ensure the long-term sustainability of our offer. We will ensure young people's interests and needs are at the heart of this strategy by consulting with young people as well as creating meaningful opportunities for them to contribute to design and decision-making processes. Internally, we will prioritise environmental sustainability, staff experience, and our operational systems to ensure that Arts Emergency can thrive as we move into our next phase of growth.

Following this period of scoping and planning, we will implement these plans over Year 2 (July 2024 to June 2025) and Year 3 (July 2025 to June 2026) of the business plan. While we expect that our programme will evolve and grow, we will remain committed to providing timely, person-centred, and impactful support for young people, supported by a large, diverse, and highly engaged Network that we can mobilise to support programme delivery and spread inclusive practice in their own spheres. We will also continue to invest internally so that this work is underpinned by a healthy, vibrant, and sustainable organisational culture.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Arts Emergency Service is a registered charity (Registered Charity number 1152377) and a company limited by guarantee as defined by the Companies Act 2006, number 07655709, governed by its Memorandum and Articles of Association and incorporated on 2 June 2011.

The company was granted charitable status on 11 June 2013.

Organisational structure

The charitable company is administered by the Trustees comprising of the individuals who are the Trustees of the charity at any given time, including the first Trustees and their successors. In selecting individuals for appointment as Trustees, the Trustees have regard to the skills, knowledge and experience required for the effective administration of the charitable company.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

Decision making

In 2021 we undertook a governance review which clearly lays out designated the decision-making process for the charity.

The Board of Trustees has overarching responsibility for the approval and monitoring of the organisation's strategic plan. This includes:

- Overall approval of annual budgets and annual accounts
- Approval of charity's approach to risk and monitoring of risk register
- Development and implementation of board development plan
- Approving the Fundraising Policy and ensuring fundraising activity falls in line with this

The board has two subcommittees to support with key strategic and operational decisions. The Finance and Resources sub-committee oversees in detail the financial plans and performance of the charity and reviews the charity's risk management processes. The Appointments sub-committee leads the process for appointments and election to the Board of Trustees.

The charity is led by the CEO who is responsible for the day-to-day management of the organisation. This includes:

- Development, monitoring and implementation of strategic plan
- Identifying and pursuing opportunities for fundraising and business development
- Arranging preparation of budgets and forecasts for presentation to the board
- Administrative decisions regarding finance, HR, health and safety, project evaluation, management information systems, marketing and communications

The CEO works with a Senior Leadership Team who support in these areas.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

When new trustees are appointed to the Board, they receive an induction pack which includes information on trustee duties, a copy of our governing document and Charity Commission guidelines for trustees. We provide an overview of the charity's finances, our Safeguarding policy and a guide to the decisions that will need to be made as part of the role. We also give training on Safeguarding, what to do if things go wrong and have a code of conduct which trustees sign up to when they join.

Trustee terms are four years each, with a maximum of 9 years served in total. After four years, should the trustee wish to remain they are re-elected onto the Board by the remaining trustees. If the trustee is considering stepping down, we ask trustees to continue for one year in order to induct a replacement trustee, or to give a minimum 6 months' notice.

When recruiting new trustees, the charity will create a recruitment pack including a person specification. We regularly undertake a skills audit to identify any gaps in knowledge or expertise that would be useful to the charity. When recruiting we will outline any skills we are particularly looking for. We advertise on our own website and social media channels, alongside industry recruitment sites and publications. In some cases, we will engage a charity trustee recruiter to support this process.

In all of our recruitment, we are committed to being a welcoming and inclusive organisation. It is important to us that our Board is representative of the young people we serve. We particularly welcome applications from disabled people, LGBTQIA+ people, Black, Asian and minority ethnic candidates. We believe that a diverse board will have the best range of talents to work effectively, and we encourage applications from people under the age of 30. For all roles we guarantee to interview anyone with a disability whose application meets the essential criteria for a post.

From next year we plan to hold two spaces on the board of trustees for representatives from our Youth Collective. They will undergo the same recruitment process as all trustees and serve a term of one or two years.

Key management remuneration

Within the organisation we have salary bandings for the different levels of role and take into consideration the seniority of the role and the skills required when setting the salary. When recruiting for any paid role, we benchmark against comparable roles within similar organisations, taking into account our salary bands, budgets, and current financial position.

We run an annual appraisal process where performance related pay rises can be discussed and considered. When budgeting for future years we take into account a cost of living adjustment.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

Related parties

We offer consultancy and support to set up mentoring schemes for young people within other organisations such as the the British Museum, Westminster Council and Jerwood Arts. This consultancy is chargeable and therefore supplements our income. We also work with organisations such as the London Transport Museum to support young people (employees and freelancers) with places on our programme. In these instances the organisations cover the associated costs (mentor training, support for the mentees).

We also work with various arts organisations to offer work experience to young people to help further their access to careers in this area. We coordinate this to ensure that safeguarding considerations are taken into account and that the work experience is fit for purpose. We require unpaid work experience placements to be less than a week and advocate for young people to be paid expenses. Our network also offers ad-hoc opportunities which support our aims (such as free theatre tickets or museum passes for our beneficiaries). There are no financial transactions between Arts Emergency and the partner organisations in relation to these work experience placements or opportunities.

Management

The management of the charitable company is vested in the trustees who are directors for the purposes of company law.

The trustees delegate the day to day administration of the charity to the Chief Executive Officer.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
07655709 (England and Wales)

Registered Charity number
1152377

Registered office
Unit W3
8 Woodberry Down
London
N4 2TG

Trustees

Mr S Glanville (resigned 6/9/2022)
Mr D W Stewart (resigned 21/2/2023)
Ms F Woodrow (Treasurer)
Mr J J Burke
Ms K J A Edwards
Ms E O Adegoke
Ms E J Tapping (resigned 23/5/2023)
Ms A Keramidas
Miss C L Heywood (appointed 13/12/2022)
Miss J Dotiwala (appointed 13/12/2022)
Ms P K Mann (Chair) (appointed 6/9/2022)
Mr S J Oddie (appointed 13/12/2022)
Ms B V Patel (appointed 13/12/2022)

The Arts Emergency Service

**Report of the Trustees
for the Year Ended 30 June 2023**

REFERENCE AND ADMINISTRATIVE DETAILS

Company Secretary

Mr T D Fletcher

Independent Examiner

Melanie Richardson BA(Hons) FCA

Swindells LLP

Chartered Accountants

Atlantic House

8 Bell Lane

Bellbrook Industrial Estate

Uckfield

East Sussex

TN22 1QL

Support team of the trustees

Chief Executive Officer: Mr Neil Griffiths

Administration support: Wendy Gundry, ASL Consultancy

Other Information

Website: www.arts-emergency.org

Social Media: Facebook, Twitter and LinkedIn Accounts: Visit website

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 18.03.2024..... and signed on the board's behalf by:



Ms P K Mann - Trustee

**Independent Examiner's Report to the Trustees of
The Arts Emergency Service**

Independent examiner's report to the trustees of The Arts Emergency Service ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30 June 2023.

Responsibilities and basis of report

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

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

**Independent Examiner's Report to the Trustees of
The Arts Emergency Service**

Independent examiner's statement

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

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

MRichardson

Melanie Richardson BA(Hons) FCA

**Swindells LLP
Chartered Accountants
Atlantic House
8 Bell Lane
Bellbrook Industrial Estate
Uckfield
East Sussex
TN22 1QL**

Date: *19.3.24*

The Arts Emergency Service

**Statement of Financial Activities
for the Year Ended 30 June 2023**

	Notes	Unrestricted fund £	Restricted funds £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	677,314	113,097	790,411	570,784
EXPENDITURE ON					
Charitable activities	3	648,213	84,033	732,246	621,444
NET INCOME/(EXPENDITURE)		29,101	29,064	58,165	(50,660)
Transfers between funds	13	(1)	1	-	-
Net movement in funds		29,100	29,065	58,165	(50,660)
RECONCILIATION OF FUNDS					
Total funds brought forward		369,505	25,482	394,987	445,647
TOTAL FUNDS CARRIED FORWARD		398,605	54,547	453,152	394,987

The notes form part of these financial statements

The Arts Emergency Service

Balance Sheet 30 June 2023

	Notes	Unrestricted fund £	Restricted funds £	2023 Total funds £	2022 Total funds £
FIXED ASSETS					
Tangible assets	10	10,499	999	11,498	10,055
CURRENT ASSETS					
Debtors	11	62,003	-	62,003	52,324
Cash at bank		376,801	53,550	430,351	357,174
		<u>438,804</u>	<u>53,550</u>	<u>492,354</u>	<u>409,498</u>
CREDITORS					
Amounts falling due within one year	12	(50,699)	(1)	(50,700)	(24,566)
NET CURRENT ASSETS		<u>388,105</u>	<u>53,549</u>	<u>441,654</u>	<u>384,932</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>398,604</u>	<u>54,548</u>	<u>453,152</u>	<u>394,987</u>
NET ASSETS		<u>398,604</u>	<u>54,548</u>	<u>453,152</u>	<u>394,987</u>
FUNDS	13				
Unrestricted funds				398,604	369,505
Restricted funds				<u>54,548</u>	<u>25,482</u>
TOTAL FUNDS				<u>453,152</u>	<u>394,987</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30 June 2023.

The members have not required the company to obtain an audit of its financial statements for the year ended 30 June 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The notes form part of these financial statements

The Arts Emergency Service

**Balance Sheet - continued
30 June 2023**

**The financial statements were approved by the Board of Trustees and authorised for issue on
19.03.2024 and were signed on its behalf by:**


.....
Ms P K Mann - Trustee

The notes form part of these financial statements

The Arts Emergency Service

**Cash Flow Statement
for the Year Ended 30 June 2023**

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	77,821	(47,148)
Net cash provided by/(used in) operating activities		77,821	(47,148)
Cash flows from investing activities			
Purchase of tangible fixed assets		(4,644)	(7,095)
Net cash used in investing activities		(4,644)	(7,095)
Change in cash and cash equivalents in the reporting period		73,177	(54,243)
Cash and cash equivalents at the beginning of the reporting period		357,174	411,417
Cash and cash equivalents at the end of the reporting period		430,351	357,174

The notes form part of these financial statements

The Arts Emergency Service

**Notes to the Cash Flow Statement
for the Year Ended 30 June 2023**

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

	2023	2022
	£	£
Net Income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	58,165	(50,660)
Adjustments for:		
Depreciation charges	3,201	2,433
Increase in debtors	(9,679)	(2,715)
Increase in creditors	26,134	3,794
Net cash provided by/(used in) operations	77,821	(47,148)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.7.22	Cash flow	At 30.6.23
	£	£	£
Net cash			
Cash at bank	357,174	73,177	430,351
	357,174	73,177	430,351
Total	357,174	73,177	430,351

The notes form part of these financial statements

The Arts Emergency Service

Notes to the Financial Statements for the Year Ended 30 June 2023

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The presentation currency in the financial statements is the Pound Sterling (£).

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The charity receives donations from members of the public. These donations are deposited into the charity's bank account and are recognised when the funds are received.

Grant income is recognised when the charity has entitlement to the funds, and any performance conditions attached to the grants have been met.

Expenditure

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

Expenditure on charitable activities includes administering mentoring schemes and other projects associated with the charity's aims. All support costs are allocated to expenditure on charitable activities.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Office equipment - 25% on reducing balance

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2023

1. ACCOUNTING POLICIES - continued

Fund accounting

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company contributes towards employee's defined contribution pension schemes. Contributions payable to the pension schemes are charged to the Statement of Financial Activities in the period to which they relate.

Going concern

The trustees have reviewed the circumstances of The Arts Emergency Service and consider that adequate resources continue to be available to fund the activities of the charity for the foreseeable future. As such, the trustees are of the view that the charity is a going concern.

Grants

Government grants in respect of capital expenditure are credited to a deferred income account and released to profit over the expected useful lives of the relevant assets in equal annual instalments.

Government grants of a revenue nature are credited to income so as to match them with the expenditure to which they relate.

2. DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations	530,870	450,818
Gift aid	59,402	49,966
Grants	200,139	70,000
	<u>790,411</u>	<u>570,784</u>

Grants received, included in the above, are as follows:

	2023	2022
	£	£
Grants	<u>200,139</u>	<u>70,000</u>

The Arts Emergency Service

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2023**

3. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 4) £	Support costs (see note 5) £	Totals £
Charitable activities	696,993	35,253	732,246

4. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2023 £	2022 £
Staff costs	482,156	399,075
Rent and rates	21,730	22,337
Insurance	2,427	676
Telephone	2,514	1,953
Postage, stationery and printing of materials	17,171	16,818
Service support	-	9,792
Staff training	4,308	9,252
Subscriptions	987	206
Office	3,231	20,259
IT costs	45,501	52,091
Travel	16,236	6,709
DBS checks	936	1,946
Event costs	21,903	15,477
Consultancy	31,934	34,659
Hospitality	3,174	1,925
Recruitment costs	38,505	-
Vouchers	1,020	-
Donations	59	-
Depreciation	3,201	2,433
	696,993	595,608

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2023

5. SUPPORT COSTS

	Finance	Governance	
	£	costs	Totals
	£	£	£
Charitable activities	<u>5,587</u>	<u>29,666</u>	<u>35,253</u>

Governance costs include £2,000 (2022: £2,000) in respect of the independent examination of these financial statements.

6. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation - owned assets	<u>3,201</u>	<u>2,433</u>

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 30 June 2023 nor for the year ended 30 June 2022.

Trustees' expenses

During the year, two (2022: none) trustees received reimbursements of employment related expenses amounting to £2,005 (2022: £Nil).

8. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	437,258	358,197
Social security costs	35,461	32,694
Other pension costs	9,437	8,184
	<u>482,156</u>	<u>399,075</u>

The average monthly number of employees during the year was as follows:

	2023	2022
	18	16
Charitable activities and administration	<u>18</u>	<u>16</u>

No employees received emoluments in excess of £60,000.

The Arts Emergency Service

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2023**

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	<u>525,784</u>	<u>45,000</u>	<u>570,784</u>
 EXPENDITURE ON			
Charitable activities			
Charitable activities	<u>582,310</u>	<u>39,134</u>	<u>621,444</u>
 NET INCOME/(EXPENDITURE)			
Transfers between funds	<u>(56,526)</u> <u>(10)</u>	<u>5,866</u> <u>10</u>	<u>(50,660)</u> <u>-</u>
Net movement in funds	<u>(56,536)</u>	<u>5,876</u>	<u>(50,660)</u>
 RECONCILIATION OF FUNDS			
Total funds brought forward	<u>426,041</u>	<u>19,606</u>	<u>445,647</u>
 TOTAL FUNDS CARRIED FORWARD	<u><u>369,505</u></u>	<u><u>25,482</u></u>	<u><u>394,987</u></u>

10. TANGIBLE FIXED ASSETS

	Office equipment £
COST	
At 1 July 2022	14,996
Additions	<u>4,644</u>
At 30 June 2023	<u>19,640</u>
 DEPRECIATION	
At 1 July 2022	4,941
Charge for year	<u>3,201</u>
At 30 June 2023	<u>8,142</u>
 NET BOOK VALUE	
At 30 June 2023	<u><u>11,498</u></u>
At 30 June 2022	<u><u>10,055</u></u>

The Arts Emergency Service

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2023**

11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Other debtors	59,702	50,466
Prepayments and accrued income	2,301	1,858
	<u>62,003</u>	<u>52,324</u>

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Social security and other taxes	18,551	9,798
Other creditors	1,884	1,749
Accruals and deferred income	30,265	13,019
	<u>50,700</u>	<u>24,566</u>

13. MOVEMENT IN FUNDS

	At 1.7.22	Net movement	Transfers	At
	£	in funds	between	30.6.23
		£	funds	£
Unrestricted funds				
General fund	369,505	29,100	(1)	398,604
Restricted funds				
Postcode Lottery	4,127	(4,127)	-	-
John Lyon's Charity	11,355	(2,496)	-	8,859
Creative Mentoring in Westminster	10,000	(10,001)	1	-
Sarah Chamberlain & Tom Curtis	-	12,387	-	12,387
Dr Martens Foundation	-	5,920	-	5,920
Youth Collective	-	2,382	-	2,382
The Portal Trust	-	25,000	-	25,000
	<u>25,482</u>	<u>29,065</u>	<u>1</u>	<u>54,548</u>
TOTAL FUNDS	<u>394,987</u>	<u>58,165</u>	<u>-</u>	<u>453,152</u>

The Arts Emergency Service

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2023**

13. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	677,314	(648,214)	29,100
Restricted funds			
Postcode Lottery	1	(4,128)	(4,127)
John Lyon's Charity	25,000	(27,496)	(2,496)
Creative Mentoring in Westminster	-	(10,001)	(10,001)
Sarah Chamberlain & Tom Curtis	45,075	(32,688)	12,387
Dr Martens Foundation	15,639	(9,719)	5,920
Youth Collective	2,382	-	2,382
The Portal Trust	25,000	-	25,000
	<u>113,097</u>	<u>(84,032)</u>	<u>29,065</u>
TOTAL FUNDS	<u><u>790,411</u></u>	<u><u>(732,246)</u></u>	<u><u>58,165</u></u>

Comparatives for movement in funds

	At 1.7.21 £	Net movement in funds £	Transfers between funds £	At 30.6.22 £
Unrestricted funds				
General fund	426,041	(56,526)	(10)	369,505
Restricted funds				
Magenta Living	-	(2)	2	-
Postcode Neighbourhood Trust	18,406	(14,279)	-	4,127
Girdlers Trust	1,200	(1,208)	8	-
John Lyon's Charity	-	11,355	-	11,355
Creative Mentoring in Westminster	-	10,000	-	10,000
	<u>19,606</u>	<u>5,866</u>	<u>10</u>	<u>25,482</u>
TOTAL FUNDS	<u><u>445,647</u></u>	<u><u>(50,660)</u></u>	<u><u>-</u></u>	<u><u>394,987</u></u>

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2023

13. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	525,784	(582,310)	(56,526)
Restricted funds			
Magenta Living	10,000	(10,002)	(2)
Postcode Neighbourhood Trust	-	(14,279)	(14,279)
Girdlers Trust	-	(1,208)	(1,208)
John Lyon's Charity	25,000	(13,645)	11,355
Creative Mentoring in Westminster	10,000	-	10,000
	<u>45,000</u>	<u>(39,134)</u>	<u>5,866</u>
TOTAL FUNDS	<u><u>570,784</u></u>	<u><u>(621,444)</u></u>	<u><u>(50,660)</u></u>

Postcode Lottery

Postcode Lottery (restricted fund) - an amount of £18,406 was received in previous years from the Postcode Neighbourhood Trust. These funds were used to fund mentoring and opportunities for 50 marginalised young people in Merseyside for the Merseyside project. The Merseyside project commenced in September 2021, with all remaining funds spent in the year being on the employees involved in the project. All funds allocated to this project have now been spent and therefore there are no funds for this project c/fwd.

John Lyon's Charity

John Lyon's Charity (restricted fund) - £25,000 was received from the John Lyon's Charity in the previous year and again in January 2023. The funds are being used for a mentoring programme in London specifically targeted at young people from a range of London areas. Funds in the year were spent on the salaries of twelve employees who are involved in the mentoring project. One further donation of £25,000 is set to be received in the following financial year to continue to fund the project.

Creative Mentoring in Westminster

Creative Mentoring in Westminster (restricted fund) - £10,000 was received from the Westminster Foundation in June 2022 to further fund the London mentoring programme. The project commenced in July 2022 and funds have been spent on the salaries of mentors involved in the project. All funds allocated to this project have now been spent and there are therefore no funds for this project c/fwd.

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2023

13. MOVEMENT IN FUNDS - continued

Sarah Chamberlain & Tom Curtis

Sarah Chamberlain & Tom Curtis (restricted fund) - £46,076 was received from Sarah Chamberlain and Tom Curtis in July 2022 to fund the costs of a new Fundraising Manager for Arts Emergency. The new Fundraising Manager was appointed in August 2022 and funds in the year have been spent on their salary, training, recruitment and IT costs. The funds c/fwd will continue to finance the Fundraising Manager role.

Dr Martens Foundation

Dr Martens Foundation (restricted fund) - £15,639 was received from the Dr Martens Foundation in November 2022 to fund the Greater Manchester mentoring programme. The mentoring project is designed to provide opportunities and advice for young people to gain knowledge about the industry and a pathway into the arts. Funds in the year were spent on salaries, staff training, travel expenses, IT costs and printing. There is a small remaining balance in the fund which is being c/fwd.

Youth Collective

Youth Collective (restricted fund) - £2,382 was received in donations in the year to fund the Youth Collective. The Youth Collective are the representatives of the young people in the Arts Emergency network, and funds will be used to provide training and support so that the team are able to develop their own advocacy, activism and community work.

The Portal Trust

The Portal Trust (restricted fund) - £25,000 represents a grant received from the Portal Trust for the creative mentoring for young Londoners.

14. RELATED PARTY DISCLOSURES

The total amount of employee benefits (salary) received by key management personnel (CEO) was £45,800 (2022: £47,742).

During the year donations were received from trustees totalling £1,280 (2022: £1,235).

There were no further related party transactions for the year ended 30 June 2023.

15. COMPANY LIMITED BY GUARANTEE

The company is limited by guarantee with the liability of its members limited to £10, being the amount each member is required to contribute towards any outstanding debts and liabilities upon the winding up of the company.

The Arts Emergency Service

**Detailed Statement of Financial Activities
for the Year Ended 30 June 2023**

	2023	2022
	£	£
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	530,870	450,818
Gift aid	59,402	49,966
Grants	200,139	70,000
	790,411	570,784
Total Incoming resources	790,411	570,784
 EXPENDITURE		
Charitable activities		
Wages	437,258	358,197
Social security	35,461	32,694
Superannuation	9,437	8,184
Rent and rates	21,730	22,337
Insurance	2,427	676
Telephone	2,514	1,953
Postage, stationery and printing of materials	17,171	16,818
Service support	-	9,792
Staff training	4,308	9,252
Subscriptions	987	206
Office	3,231	20,259
IT costs	45,501	52,091
Travel	16,236	6,709
DBS checks	936	1,946
Event costs	21,903	15,477
Consultancy	31,934	34,859
Hospitality	3,174	1,925
Recruitment costs	38,505	-
Vouchers	1,020	-
Donations	59	-
Office equipment	3,201	2,433
	696,993	595,608
 Support costs		

This page does not form part of the statutory financial statements

The Arts Emergency Service

**Detailed Statement of Financial Activities
for the Year Ended 30 June 2023**

	2023	2022
	£	£
Support costs		
Finance		
Bank charges	5,587	4,738
Governance costs		
Governance	29,666	21,098
Total resources expended	732,246	621,444
Net Income/(expenditure)	58,165	(50,660)

This page does not form part of the statutory financial statements

THE ARTS EMERGENCY SERVICE

England & Wales - Charity number 1152377

Accounts

REGISTERED COMPANY NUMBER: 07655709 (England and Wales)

REGISTERED CHARITY NUMBER: 1152377

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 30 June 2022
for
The Arts Emergency Service

Swindells LLP
Chartered Accountants
Atlantic House
8 Bell Lane
Bellbrook Industrial Estate
Uckfield
East Sussex
TN22 1QL

The Arts Emergency Service

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The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2022

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 30 June 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charity's objects are to promote the arts and higher education and to encourage, maintain and develop public education and appreciation of the arts and higher education, to remove barriers to young people who wish to study an arts degree and to promote, improve, develop and maintain the appreciation of the arts.

Public benefit

In planning the charity's activities for the year, the trustees complied with the requirements of s17 of the Charities Act 2011, to have due regard to the public benefit guidance published by the Charity Commission.

STRATEGIC REPORT

Achievement and performance

Main achievements summary

Helping disadvantaged young people aged 16 to 25 years to access information, advice and guidance regarding the arts and humanities in higher education and routes into careers in the cultural and creative industries through a student-led, goal-focused mentoring and networking programme.

Mentoring services

Mentoring lasts up to one year and is focused on achieving and developing relevant goals identified by the young person at the start of the programme. These goals can be personal or academic and all student applicants should be keen to develop an artistic practice or progress academically while focusing on the arts, humanities or social sciences.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2022

STRATEGIC REPORT

Achievement and performance

Summary of the main activities of the charity during the year

The charity has approximately 6,400 people in our network of creative and cultural practitioners, 420 of whom have actively volunteered with us in 2021. We are currently working with 998 young people aged 16-25 years, with mentoring projects in Greater Manchester, Merseyside and London.

Our full Impact Report can be found at:

<https://www.arts-emergency.org/files/reports/2021-Impact-Report-Digital.pdf>

In 2021-22 we trained 487 new mentors who are creative and cultural practitioners with relevant and substantial experience in an academic, creative or professional field. 51% of these were re-registered mentors from previous years.

We trialled the offer of a second year of mentoring to our young community and saw a large uptake. Overall, we mentored 352 young people, with 291 of those completing the full year of mentoring (a retention rate of 82.7%). Of the 352 young people, 259 were under 18s completing mentoring for the first time, and 93 were over 18s doing their second year.

As a result of going through our under 18s mentoring programme young people are more prepared for the future (95% agreed), more comfortable in cultural spaces (63% agreed), widen their professional networks (78% agreed), and are more informed about future careers (93% agreed). The second-round mentoring offer generated agreement percentages of 87%, 67%, 85% and 93%, respectively.

Our Community team generated 223 creative and cultural opportunities and fulfilled 153 'wish list' requests for training, networking and learning materials (a 61% increase on 2020 - 2021). In all we created 70 new professional connections for our young members. We also launched our Ruby Tickets scheme to help young people without disposable income to access cultural experiences and critical skills by writing reviews. We've so far provided 60 free tickets through the scheme.

Our Youth Collective was launched in 2020. In 2021, they began working on their self-led campaign, Crash Culture. With funding from the University of Edinburgh, the seven Youth Collective members created a podcast exploring inequalities in the arts and how they affect real people struggling to break into the industry. They interviewed exciting guests including author Kit De Waal and produced a fascinating series examining class, race and climate justice.

We continued our work experience programme in 2021-22, placing 40 young people in London, Manchester and Merseyside at organisations including the Royal College of Art, Beano and Kiln Theatre.

We also strengthened our governance by appointing a Head of Operations and Finance, and convening a Finance and Resources sub committee of the board of trustees and an Appointments sub committee who will lead on appointment of trustees. We appointed a lead Safeguarding trustee to the board, and recruited a new Chair and three new trustees who will join the board in September 2022.

We began a strategic review which will inform our business plan for the coming three years. The review will culminate in an updated Theory of Change.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2022

STRATEGIC REPORT

Financial review

Financial position

At 30 June 2022 the charitable company held free reserves of £369,505 (2021: £426,041), restricted reserves of £25,482 (2021: £19,606). Net income for the year was negative due to use of designated reserves and totalled -£50,660. Reserves had been designated in 2020 for use as follows:

Technology fund (£14,600)

Campaign fund (£5,000)

Service Launch match fund (£43,700)

Arts Emergency made a conscious decision to use the technology fund to make essential upgrades and efficiencies to our database which supports the running of the programme. The campaign fund was used for our 'Break the Glass' campaign which raised awareness of our services.

Our priority was to strengthen the governance and leadership of the organisation by investing in a programme of professional development for our Senior Leadership Team and working with an external recruitment agency to recruit the essential chair position. The decision was therefore made by trustees to re-designate part of our existing designated reserves for this purpose.

Income for this financial year included £49,966 relating to gift aid claims for this financial year. This is compared to the previous year's figure for total net income of £107,284 which included gift aid claims of £47,391 in respect of the year ended 30 June 2021.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2022

STRATEGIC REPORT

Financial review

Reserves policy

Arts Emergency's policy with regard to reserves is to ensure that the charity, and the services we offer to our beneficiaries, are reasonably secure in the event of significant reduction in income, allowing:

- Time to re-establish income streams
- Time to manage reduction in service levels or restructure of the organisation should this become necessary

The Trustees recognise the need to hold sufficient free reserves to ensure protection of core activities in the event of unforeseen circumstances including any unplanned reduction in funding or an unforeseen need for funds to deliver additional charitable activity.

In light of uncertainty surrounding the Covid-19 pandemic, the trustees had increased the target level of free reserves from 6 months to 8 months. The trustees plan to review this in the next financial year with a view to reducing the target to 6 months when appropriate. As at 30th June 2022 the organisation held just below this target with the equivalent of 7.4 months of free reserves.

Restricted reserve

Some funds are given to the charity to use for specific purposes and where this is the case they are held on trust in a restricted reserve and drawn on as the funds are required for the purposes for which they were given. Where a capital asset is bought with the funds, the reserve is drawn down in line with the depreciation of the asset rather than in totality at the time of purchase.

Designated funds

Arts Emergency had reserves designated to support technological development of systems to support the organisation. These funds were used in this financial year to make essential upgrades to our database system and also support the strengthening of our governance and leadership through recruitment of a new chair of trustees and professional development for our Senior Leadership Team (SLT).

The Arts Emergency CEO and Trustees review the reserves and designated funds policy and levels on a regular basis to ensure it remains fit for purpose and properly underpins our charitable objectives.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2022

STRATEGIC REPORT

Principal risks and uncertainties

The Trustees continually review:

- o the high and significant risks to which the charity is exposed;
- o the potential impact and probability associated with each risk;
- o existing internal controls and accountability for them; and
- o mitigating actions to reduce each risk to a level that the Board considers to be acceptable.

The relevant findings are set out below:

Economic pressures related to COVID-19 and current financial climate

- o Looking to invest in fundraising and expand the team to further diversify and increase revenue
- o Plan targeted appeals relating to current issues facing our beneficiaries
- o Annual budgeting and ongoing monitoring of financial performance
- o The preparation of financial forecasts aligned to the Arts Emergency strategy to target a diversification of income streams and incorporate an ongoing consideration of market and consumer trends

Incidents that damage reputation and/or negatively impact operations (including cyber security, serious fraud, major health and safety incidents, safeguarding and internal process failures)

- o Safeguarding team in place
- o Safeguarding training programme delivered to all staff and volunteers
- o New Trustee appointed in 21/22 as Safeguarding lead
- o Head of Operations and Finance appointed in 21/22 with responsibility for data protection, IT security and Health and Safety
- o Data review and business continuity review to be undertaken

Changes in Government regulatory requirements and/or Charity Sector guidance (e.g., GDPR, Fundraising Code) negatively impact on Arts Emergency's strategy and activities

- o The team monitors public policy and the regulatory environment on an ongoing basis to ensure potential risks can be proactively managed. This includes a particular focus on developments in fundraising regulation and the requirements of the General Data Protection Regulation (GDPR).
- o Representation at key events and forums to help shape the research agenda.
- o Strategic priorities and programme initiatives which target a diversification of income streams

Arts Emergency's strategy and activities are not properly or sufficiently focused in order for the charity to meet its objectives

- o Charity has a clear vision and a strategy setting out how we play a leading role in achieving significant improvements in access to careers in the arts and humanities
- o We carried out a full strategic review in 21/22 to ensure that our mission is clear. SLT will be working on a three year business plan which aligns with our new theory of change which came out of this review
- o We plan to appoint a Director of Programmes who will lead on strategy and evaluation of our programmes

Attracting, developing and retaining talented staff in a competitive employment market combined with the reliance on significant levels of volunteer support both in fundraising and mentoring

- o Regular benchmarking of compensation and benefits across the sector
- o Ongoing proactive volunteer and employee recruitment programmes

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2022

STRATEGIC REPORT

- o Programme of staff engagement and wellbeing
- o Active communication and training programme in place for volunteer mentors
- o Programme of annual appraisals, development opportunities and individual training budgets provided
- o Staff wellbeing programmes in place including Employee Assistance Programme

Delivering effective change management through major process improvement programmes in support of the charity's strategy

- o Finance and resources committee is in place to review any proposed changes to staff structure, including new roles in order to make recommendations to the wider board
- o All new programmes are reviewed to ensure alignment with mission and strategy and that appropriate governance and resourcing in place

Financial security and threats of fraud or misuse of company expenses

- o Limits set on expenditure via all channels (expenses cards, bank account)
- o Authorisation process in place for any payments made over £500
- o Processes in place to check all new payees or payees who request payment to new a new bank account
- o Bank account reviewed regularly and management accounts reviewed monthly to ensure any unexpected expenditure is picked up immediately

Future plans

In 2022-23 we plan to introduce coaching opportunities for 18 - 25 year olds. This will offer shorter focussed support to achieve a specific goal set by the young person. This is in response to evaluation of our mentoring programme for over 18s.

We will continue to put the voices of young people at the heart of what we do, and plan to appoint two trustees from our Youth Collective, alongside the appointment of our new chair and trustees.

To ensure the sustainability of our programmes and to build on our mission we will appoint a Director of Programmes to oversee this activity.

To ensure diversity of income and sustainability we will appoint a Fundraising Manager dedicated to Trust and Foundations.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Arts Emergency Service is a registered charity (Registered Charity number 1152377) and a company limited by guarantee as defined by the Companies Act 2006, number 07655709, governed by its Memorandum and Articles of Association and incorporated on 2 June 2011.

The company was granted charitable status on 11 June 2013.

Organisational structure

The charitable company is administered by the Trustees comprising of the individuals who are the Trustees of the charity at any given time, including the first Trustees and their successors. In selecting individuals for appointment as Trustees, the Trustees have regard to the skills, knowledge and experience required for the effective administration of the charitable company.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

Decision making

In 2021 we undertook a governance review which clearly lays out designated the decision-making process for the charity.

The Board of Trustees has overarching responsibility for the approval and monitoring of the organisation's strategic plan. This includes:

- Overall approval of annual budgets and annual accounts
- Approval of charity's approach to risk and monitoring of risk register
 - Development and implementation of board development plan
- Approving the Fundraising Policy and ensuring fundraising activity falls in line with this

The board has two subcommittees to support with key strategic and operational decisions. The Finance and Resources sub-committee oversees in detail the financial plans and performance of the charity and reviews the charity's risk management processes. The Appointments sub-committee leads the process for appointments and election to the Board of Trustees.

The charity is led by the CEO who is responsible for the day-to-day management of the organisation. This includes:

- Development, monitoring and implementation of strategic plan
- Identifying and pursuing opportunities for fundraising and business development
- Arranging preparation of budgets and forecasts for presentation to the board
- Administrative decisions regarding finance, HR, health and safety, project evaluation, management
- information systems, marketing and communications

The CEO works with a Senior Leadership Team who support in these areas.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

When new trustees are appointed to the Board, they receive an induction pack which includes information on trustee duties, a copy of our governing document and Charity Commission guidelines for trustees. We provide an overview of the charity's finances, our Safeguarding policy and a guide to the decisions that will need to be made as part of the role. We also give training on Safeguarding, what to do if things go wrong and have a code of conduct which trustees sign up to when they join.

Trustee terms are four years each, with a maximum of 9 years served in total. After four years, should the trustee wish to remain they are re-elected onto the Board by the remaining trustees. If the trustee is considering stepping down, we ask trustees to continue for one year in order to induct a replacement trustee, or to give a minimum 6 months' notice.

When recruiting new trustees, the charity will create a recruitment pack including a person specification. We regularly undertake a skills audit to identify any gaps in knowledge or expertise that would be useful to the charity. When recruiting we will outline any skills we are particularly looking for. We advertise on our own website and social media channels, alongside industry recruitment sites and publications. In some cases, we will engage a charity trustee recruiter to support this process.

In all of our recruitment, we are committed to being a welcoming and inclusive organisation. It is important to us that our Board is representative of the young people we serve. We particularly welcome applications from disabled people, LGBTQIA+ people, Black, Asian and minority ethnic candidates. We believe that a diverse board will have the best range of talents to work effectively, and we encourage applications from people under the age of 30. For all roles we guarantee to interview anyone with a disability whose application meets the essential criteria for a post.

From next year we plan to hold two spaces on the board of trustees for representatives from our Youth Collective. They will undergo the same recruitment process as all trustees and serve a term of one or two years.

Key management remuneration

Within the organisation we have salary bandings for the different levels of role and take into consideration the seniority of the role and the skills required when setting the salary. When recruiting for any paid role, we benchmark against comparable roles within similar organisations, taking into account our salary bands, budgets, and current financial position.

We run an annual appraisal process where performance related pay rises can be discussed and considered. When budgeting for future years we take into account a cost of living adjustment.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

Related parties

We offer consultancy and support to set up mentoring schemes for young people within other organisations such as the the British Museum, Westminster Council and Jerwood Arts. This consultancy is chargeable and therefore supplements our income. We also work with organisations such as the London Transport Museum to support young people (employees and freelancers) with places on our programme. In these instances the organisations cover the associated costs (mentor training, support for the mentees).

We also work with various arts organisations to offer work experience to young people to help further their access to careers in this area. We coordinate this to ensure that safeguarding considerations are taken into account and that the work experience is fit for purpose. We require unpaid work experience placements to be less than a week and advocate for young people to be paid expenses. Our network also offers ad-hoc opportunities which support our aims (such as free theatre tickets or museum passes for our beneficiaries). There are no financial transactions between Arts Emergency and the partner organisations in relation to these work experience placements or opportunities.

Management

The management of the charitable company is vested in the trustees who are directors for the purposes of company law.

The trustees delegate the day to day administration of the charity to the Chief Executive Officer.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

07655709 (England and Wales)

Registered Charity number

1152377

Registered office

Unit W3
8 Woodberry Down
London
N4 2TG

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2022

Trustees

Mr S Glanville (resigned 6/9/2022)
Ms M T O'Hara (resigned 21/2/2022)
Mr D W Stewart (resigned 21/2/2023)
Mr J M Wakeham (resigned 16/10/2021)
Ms F Woodrow (Treasurer)
Mr J J Burke
Ms K J A Edwards
Ms E O Adegoke
Ms E J Tapping
Ms A Keramidas (appointed 16/11/2021)
Miss C L Heywood (appointed 13/12/2022)
Miss J Dotiwala (appointed 13/12/2022)
Ms P K Mann (Chair) (appointed 6/9/2022)
Mr S J Oddie (appointed 13/12/2022)
Ms B V Patel (appointed 13/12/2022)

Company Secretary

Mr T D Fletcher

Independent Examiner

Melanie Richardson BA(Hons) FCA
ICAEW
Swindells LLP
Chartered Accountants
Atlantic House
8 Bell Lane
Bellbrook Industrial Estate
Uckfield
East Sussex
TN22 1QL

Support team of the trustees

Chief Executive Officer: Mr Neil Griffiths
Administration support: Wendy Gundry, ASL Consultancy

Other information

Website: www.arts-emergency.org
Social Media: Facebook, Twitter and LinkedIn Accounts: Visit website

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 24 April 2023 and signed on the board's behalf by:

Ms P K Mann - Trustee

**Independent Examiner's Report to the Trustees of
The Arts Emergency Service**

Independent examiner's report to the trustees of The Arts Emergency Service ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30 June 2022.

Responsibilities and basis of report

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

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

**Independent Examiner's Report to the Trustees of
The Arts Emergency Service**

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ICAEW which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Melanie Richardson BA(Hons) FCA
ICAEW
Swindells LLP
Chartered Accountants
Atlantic House
8 Bell Lane
Bellbrook Industrial Estate
Uckfield
East Sussex
TN22 1QL

26 April 2023

The Arts Emergency Service

Statement of Financial Activities
for the Year Ended 30 June 2022

		Unrestricted fund £	Restricted funds £	2022 Total funds £	2021 Total funds £
	Notes				
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	525,784	45,000	570,784	523,783
Other income		-	-	-	128
Total		<u>525,784</u>	<u>45,000</u>	<u>570,784</u>	<u>523,911</u>
EXPENDITURE ON					
Charitable activities	3				
Charitable activities		<u>582,310</u>	<u>39,134</u>	<u>621,444</u>	<u>416,627</u>
NET INCOME/(EXPENDITURE)					
Transfers between funds	13	(56,526)	5,866	(50,660)	107,284
		<u>(10)</u>	<u>10</u>	<u>-</u>	<u>-</u>
Net movement in funds		(56,536)	5,876	(50,660)	107,284
RECONCILIATION OF FUNDS					
Total funds brought forward		426,041	19,606	445,647	338,363
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL FUNDS CARRIED FORWARD		<u>369,505</u>	<u>25,482</u>	<u>394,987</u>	<u>445,647</u>

The notes form part of these financial statements

The Arts Emergency Service

Balance Sheet 30 June 2022

	Notes	Unrestricted fund £	Restricted funds £	2022 Total funds £	2021 Total funds £
FIXED ASSETS					
Tangible assets	10	10,055	-	10,055	5,393
CURRENT ASSETS					
Debtors	11	52,324	-	52,324	49,609
Cash at bank		<u>331,692</u>	<u>25,482</u>	<u>357,174</u>	<u>411,417</u>
		384,016	25,482	409,498	461,026
CREDITORS					
Amounts falling due within one year	12	(24,566)	-	(24,566)	(20,772)
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET CURRENT ASSETS		<u>359,450</u>	<u>25,482</u>	<u>384,932</u>	<u>440,254</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>369,505</u>	<u>25,482</u>	<u>394,987</u>	<u>445,647</u>
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET ASSETS		<u>369,505</u>	<u>25,482</u>	<u>394,987</u>	<u>445,647</u>
FUNDS	13				
Unrestricted funds				369,505	426,041
Restricted funds				<u>25,482</u>	<u>19,606</u>
TOTAL FUNDS				<u>394,987</u>	<u>445,647</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30 June 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 30 June 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The notes form part of these financial statements

The Arts Emergency Service

Balance Sheet - continued
30 June 2022

The financial statements were approved by the Board of Trustees and authorised for issue on 24 April 2023 and were signed on its behalf by:

Ms P K Mann - Trustee

The notes form part of these financial statements

The Arts Emergency Service

**Cash Flow Statement
for the Year Ended 30 June 2022**

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	<u>(47,148)</u>	<u>100,532</u>
Net cash (used in)/provided by operating activities		<u>(47,148)</u>	<u>100,532</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(7,095)	(3,553)
Sale of tangible fixed assets		<u>-</u>	<u>360</u>
Net cash used in investing activities		<u>(7,095)</u>	<u>(3,193)</u>
		<u> </u>	<u> </u>
Change in cash and cash equivalents in the reporting period		(54,243)	97,339
Cash and cash equivalents at the beginning of the reporting period		<u>411,417</u>	<u>314,078</u>
Cash and cash equivalents at the end of the reporting period		<u><u>357,174</u></u>	<u><u>411,417</u></u>

The notes form part of these financial statements

The Arts Emergency Service

**Notes to the Cash Flow Statement
for the Year Ended 30 June 2022**

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

	2022 £	2021 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(50,660)	107,284
Adjustments for:		
Depreciation charges	2,433	1,037
Profit on disposal of fixed assets	-	(128)
Increase in debtors	(2,715)	(16,773)
Increase in creditors	<u>3,794</u>	<u>9,112</u>
Net cash (used in)/provided by operations	<u>(47,148)</u>	<u>100,532</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.7.21 £	Cash flow £	At 30.6.22 £
Net cash			
Cash at bank	<u>411,417</u>	<u>(54,243)</u>	<u>357,174</u>
	<u>411,417</u>	<u>(54,243)</u>	<u>357,174</u>
Total	<u>411,417</u>	<u>(54,243)</u>	<u>357,174</u>

The notes form part of these financial statements

The Arts Emergency Service

Notes to the Financial Statements for the Year Ended 30 June 2022

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The presentation currency in the financial statements is the Pound Sterling (£).

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The charity receives donations from members of the public. These donations are deposited into the charity's bank account and are recognised when the funds are received.

Grant income is recognised when the charity has entitlement to the funds, and any performance conditions attached to the grants have been met.

Expenditure

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

Expenditure on charitable activities includes administering mentoring schemes and other projects associated with the charity's aims. All support costs are allocated to expenditure on charitable activities.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Office equipment - 25% on reducing balance

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2022

1. ACCOUNTING POLICIES - continued

Fund accounting

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company contributes towards employee's defined contribution pension schemes. Contributions payable to the pension schemes are charged to the Statement of Financial Activities in the period to which they relate.

Going concern

The trustees have reviewed the circumstances of The Arts Emergency Service and consider that adequate resources continue to be available to fund the activities of the charity for the foreseeable future. As such, the trustees are of the view that the charity is a going concern.

Grants

Government grants in respect of capital expenditure are credited to a deferred income account and released to profit over the expected useful lives of the relevant assets in equal annual instalments.

Government grants of a revenue nature are credited to income so as to match them with the expenditure to which they relate.

2. DONATIONS AND LEGACIES

	2022	2021
	£	£
Donations	450,818	431,246
Gift aid	49,966	47,931
Grants	<u>70,000</u>	<u>44,606</u>
	<u>570,784</u>	<u>523,783</u>

Grants received, included in the above, are as follows:

	2022	2021
	£	£
Grants	<u>70,000</u>	<u>44,606</u>

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2022

3. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 4) £	Support costs (see note 5) £	Totals £
Charitable activities	<u>595,608</u>	<u>25,836</u>	<u>621,444</u>

4. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2022 £	2021 £
Staff costs	399,075	281,610
Rent and rates	22,337	13,675
Insurance	676	522
Telephone	1,953	1,791
Postage, stationery and printing of materials	16,818	7,706
Service support	9,792	8,836
Staff training	9,252	3,085
Subscriptions	206	-
Office	20,259	5,936
IT costs	52,091	56,640
Travel	6,709	109
DBS checks	1,946	1,501
Event costs	15,477	4,238
Consultancy	34,659	5,650
Hospitality	1,925	-
Depreciation	<u>2,433</u>	<u>1,037</u>
	<u>595,608</u>	<u>392,336</u>

5. SUPPORT COSTS

	Finance £	Governance costs £	Totals £
Charitable activities	<u>4,738</u>	<u>21,098</u>	<u>25,836</u>

The Arts Emergency Service

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2022**

5. SUPPORT COSTS - continued

Governance costs include £2,000 (2021: £2,000) in respect of the independent examination of these financial statements.

6. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation - owned assets	2,433	1,036
Surplus on disposal of fixed assets	-	(128)
	<u> </u>	<u> </u>

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 30 June 2022 nor for the year ended 30 June 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 30 June 2022 nor for the year ended 30 June 2021.

8. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	358,197	255,068
Social security costs	32,694	21,161
Other pension costs	8,184	5,381
	<u> </u>	<u> </u>
	<u>399,075</u>	<u>281,610</u>

The average monthly number of employees during the year was as follows:

	2022	2021
Charitable activities and administration	<u>16</u>	<u>12</u>

No employees received emoluments in excess of £60,000.

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2022

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	504,176	19,607	523,783
Other income	<u>128</u>	<u>-</u>	<u>128</u>
Total	<u>504,304</u>	<u>19,607</u>	<u>523,911</u>
EXPENDITURE ON			
Charitable activities			
Charitable activities	<u>406,626</u>	<u>10,001</u>	<u>416,627</u>
NET INCOME	97,678	9,606	107,284
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>328,363</u>	<u>10,000</u>	<u>338,363</u>
TOTAL FUNDS CARRIED FORWARD	<u>426,041</u>	<u>19,606</u>	<u>445,647</u>

10. TANGIBLE FIXED ASSETS

	Office equipment £
COST	
At 1 July 2021	7,901
Additions	<u>7,095</u>
At 30 June 2022	<u>14,996</u>
DEPRECIATION	
At 1 July 2021	2,508
Charge for year	<u>2,433</u>
At 30 June 2022	<u>4,941</u>
NET BOOK VALUE	
At 30 June 2022	<u>10,055</u>
At 30 June 2021	<u>5,393</u>

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2022

11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Other debtors	50,466	47,931
Prepayments and accrued income	<u>1,858</u>	<u>1,678</u>
	<u>52,324</u>	<u>49,609</u>

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Social security and other taxes	9,798	11,561
Other creditors	1,749	1,076
Accruals and deferred income	<u>13,019</u>	<u>8,135</u>
	<u>24,566</u>	<u>20,772</u>

13. MOVEMENT IN FUNDS

	At 1.7.21 £	Net movement in funds £	Transfers between funds £	At 30.6.22 £
Unrestricted funds				
General fund	426,041	(56,526)	(10)	369,505
Restricted funds				
Magenta Living	-	(2)	2	-
Postcode Neighbourhood Trust	18,406	(14,279)	-	4,127
Girdlers Trust	1,200	(1,208)	8	-
John Lyon's Charity	-	11,355	-	11,355
Creative Mentoring in Westminster	<u>-</u>	<u>10,000</u>	<u>-</u>	<u>10,000</u>
	<u>19,606</u>	<u>5,866</u>	<u>10</u>	<u>25,482</u>
TOTAL FUNDS	<u>445,647</u>	<u>(50,660)</u>	<u>-</u>	<u>394,987</u>

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2022

13. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	525,784	(582,310)	(56,526)
Restricted funds			
Magenta Living	10,000	(10,002)	(2)
Postcode Neighbourhood Trust	-	(14,279)	(14,279)
Girdlers Trust	-	(1,208)	(1,208)
John Lyon's Charity	25,000	(13,645)	11,355
Creative Mentoring in Westminster	<u>10,000</u>	<u>-</u>	<u>10,000</u>
	<u>45,000</u>	<u>(39,134)</u>	<u>5,866</u>
TOTAL FUNDS	<u>570,784</u>	<u>(621,444)</u>	<u>(50,660)</u>

Comparatives for movement in funds

	At 1.7.20 £	Net movement in funds £	At 30.6.21 £
Unrestricted funds			
General fund	328,363	97,678	426,041
Restricted funds			
Magenta Living	10,000	(10,000)	-
Postcode Neighbourhood Trust	-	18,406	18,406
Girdlers Trust	<u>-</u>	<u>1,200</u>	<u>1,200</u>
	<u>10,000</u>	<u>9,606</u>	<u>19,606</u>
TOTAL FUNDS	<u>338,363</u>	<u>107,284</u>	<u>445,647</u>

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2022

13. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	504,304	(406,626)	97,678
Restricted funds			
Magenta Living	1	(10,001)	(10,000)
Postcode Neighbourhood Trust	18,406	-	18,406
Girdlers Trust	<u>1,200</u>	<u>-</u>	<u>1,200</u>
	<u>19,607</u>	<u>(10,001)</u>	<u>9,606</u>
TOTAL FUNDS	<u><u>523,911</u></u>	<u><u>(416,627)</u></u>	<u><u>107,284</u></u>

Magenta Living

Magenta Living (restricted fund) - an amount of £10,000 was donated in May 2020 and a further £10,000 was received in September 2021. These funds were used to fund 20 places on Arts Emergency's 8 year programme for young Magenta Living residents in Wirral across 2020 and 2021. All funds were spent in the year.

Postcode Lottery

Postcode Lottery (restricted fund) - an amount of £18,406 was received last year from the Postcode Neighbourhood Trust. These funds were used to fund mentoring and opportunities for 50 marginalised young people in Merseyside, for the Merseyside project. The Merseyside project commenced in September 2021 with almost all funds spent in the year being on the employees involved in the project. There is a small balance remaining in the fund, this is on track to be spent in the 2023 year end.

Girdlers Trust

Girdlers Trust (restricted fund) - an amount of £1,200 was received from the Girdlers Trust last year to fund a community freelancer event for 20 people to develop their creative and practical skills as artists. The event was held in November 2021, with funds spent on salaries, art supplies and some travel expenditure. A small balance was transferred from the general fund to offset against the deficit on the fund, there are therefore no funds carried forward.

John Lyon's Charity

John Lyon's Charity (restricted fund) - £25,000 was received from the John Lyon's Charity in December 2021. These funds were used to fund a mentoring programme in London specifically targeted at young people from a range of London areas. Funds were spent on the salaries of 7 employees who are involved in the mentoring project. Two further donations of £25,000 each are set to be received over the following two years to continue to fund the project.

The Arts Emergency Service

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2022**

13. MOVEMENT IN FUNDS - continued

Creative Mentoring in Westminster

Creative Mentoring in Westminster (restricted fund) - £10,000 was received from the Westminster Foundation in June 2022 to fund the Westminster mentoring programme. This project commenced at the end of June 2022, therefore no funds were spent in the year and are being carried forward.

14. RELATED PARTY DISCLOSURES

The total amount of employee benefits received by key management personnel was £47,742 (2021: £47,655).

During the year donations were received from trustees totalling £1,235 (2021: £700).

There were no further related party transactions for the year ended 30 June 2022.

15. COMPANY LIMITED BY GUARANTEE

The company is limited by guarantee with the liability of its members limited to £10, being the amount each member is required to contribute towards any outstanding debts and liabilities upon the winding up of the company.

THE ARTS EMERGENCY SERVICE

England & Wales - Charity number 1152377

Accounts

REGISTERED COMPANY NUMBER: 07655709 (England and Wales)
REGISTERED CHARITY NUMBER: 1152377

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 30 June 2021
for
The Arts Emergency Service

Swindells LLP
Chartered Accountants
Atlantic House
8 Bell Lane
Bellbrook Industrial Estate
Uckfield
East Sussex
TN22 1QL

The Arts Emergency Service

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The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 30 June 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charity's objects are to promote the arts and higher education and to encourage, maintain and develop public education and appreciation of the arts and higher education, to remove barriers to young people who wish to study an arts degree and to promote, improve, develop and maintain the appreciation of the arts.

Public benefit

In planning the charity's activities for the year, the Trustees complied with the requirements of s 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

STRATEGIC REPORT

Achievement and performance

Charitable activities

Main achievements summary

Helping disadvantaged young people aged 16 to 25 years to access information, advice and guidance regarding the arts and humanities in higher education and routes into careers in the cultural and creative industries through a student-led, goal-focused mentoring and networking programme.

Mentoring services

Mentoring lasts up to one year and is focused on achieving and developing relevant goals identified by the young person at the start of the programme. These goals can be personal or academic and all student applicants should be keen to develop an artistic practice or progress academically while focusing on the arts, humanities or social sciences.

The Arts Emergency Service
Report of the Trustees
for the Year Ended 30 June 2021

STRATEGIC REPORT

Achievement and performance

Summary of the main activities of the charity during the year

The charity has approximately 5000 volunteers and is currently working with 595 young people aged 16-25 years with mentoring projects in Greater Manchester, London and Thanet in Kent.

Our full Impact Report can be found at:

<https://www.arts-emergency.org/files/reports/2020-Impact-Report-FINAL.pdf>

In 2020-21 we trained 354 new mentors who are typically Arts and Humanities graduates from a range of backgrounds with relevant and substantial experience in an academic, creative or professional field.

Due to the ongoing pandemic, mentoring remained online in 2020-21. This year we welcomed 248 young people aged 16-17 across London, Thanet and Greater Manchester. 223 of those young people completed the full year of mentoring (a retention rate of 90%) and 183 of those young people went on to apply to university (82%).

As a result of going through our mentoring programme young people are more prepared for the future (88% agreed), more comfortable in cultural spaces (76% agreed), and widen their professional networks (78% agreed). They are more prepared for university (83% agreed), and more informed about future careers (88% agreed).

This year we expanded our Community programme and support for over 18s. We devoted considerable time to keeping young members engaged and connected during lockdown by distributing 130 creative packs, 40 headphone sets, organising 7 online workshops and CV reviews, and distributing a number of free tickets to live streamed theatre events.

Our new Community team generated 372 creative and cultural opportunities (a 77% increase on 2019-20) and fulfilled 95 'wish list' requests for training, networking and learning materials. In all we created 135 new professional connections for our young members. 2020 also saw the launch of our first Youth Collective, putting the voices and concerns of young people at the heart of our programme.

We ran our work experiences online in 2020-21, organising 75 digital placements with organisations including the BBC, Time Out Magazine, and Walker Books. This year 33 young members also found paid work through our Community programme, including roles at the BBC and Boundless Theatre.

Financial review

Financial position

At 30 June 2021 the charitable company held free reserves of £426,041 (2020 - £328,363), and restricted reserves of £19,606 (2020 - £10,000). Within free reserves at 31 June 2021, £63,300 comprised designated funds as listed below. Net income for the year of £107,284 included £47,931 relating to gift aid claims for this financial year. This compared to the previous year's total income of £85,542 which included gift aid claims of £31,156.

The Arts Emergency Service
Report of the Trustees
for the Year Ended 30 June 2021

STRATEGIC REPORT

Financial review

Reserves policy

Arts Emergency's policy with regard to reserves is to ensure that the charity, and the services we offer to our beneficiaries, are reasonably secure in the event of significant reduction in income, allowing:

- Time to re-establish income streams
- Time to manage reduction in service levels or restructure of the organisation should this become necessary

The Trustees recognise the need to hold sufficient free reserves to ensure protection of core activities in the event of unforeseen circumstances including any unplanned reduction in funding or an unforeseen need for funds to deliver additional charitable activity.

In light of the continued uncertainty arising as a result of Covid-19, the Trustees have decided to take a prudent approach to Arts Emergency's reserves balance for the coming period and have therefore increased the target level of free reserves to eight months of operational expenditure. As of 30 June 2021 we had reached this target.

Restricted Reserve

Some funds are given to the charity to use for specific purposes and where this is the case they are held on trust in a restricted reserve and drawn on as the funds are required for the purposes for which they were given. Where a capital asset is bought with the funds, the reserve is drawn down in line with the depreciation of the asset rather than in totality at the time of purchase.

Designated Funds

Arts Emergency holds the following designated funds, as part of free reserves, to support strategic organisational development in the short and medium terms:

Service launch match fund (£43,700)

Available to help launch the Arts Emergency programme in a new geographical area by matching funds raised locally. We aim to achieve confidence in three years' funding before launching in a new area

Technology fund (£14,600)

To support necessary technological development in support of AE's activities as the organisation grows beyond start-up phase. This will include developing systems and automation to increase efficiency in delivering our programmes to young people and in fundraising to support these activities.

Campaign fund (£5,000)

To support activities to raise awareness of our services in new areas, or to respond to research or policy development opportunities in support of our beneficiaries

The Arts Emergency leadership team (CEO and Trustees) reviews the reserves and designated funds policy and levels on a regular basis to ensure it remains fit for purpose and properly underpins our charitable objectives.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2021

STRATEGIC REPORT

Principal risks and uncertainties

Risk management

The Trustees continually review:

- the high and significant risks to which the charity is exposed;
- the potential impact and probability associated with each risk;
- existing internal controls and accountability for them; and
- mitigating actions to reduce each risk to a level that the Board considers to be acceptable.

The relevant findings are set out below:

COVID-19 impacts participants engagement, the impact of our work and our people Migrate mentor / mentee pairs to online meetings

Strategy

- Increase pastoral check-ins
- Prepare to train new mentors for year ahead on Zoom, and develop socially distanced work experiences and network meetings
- Staff working from home in line with government guidance and COVID secure risk assessment and guidelines in place for when offices can be used
- Support offered to staff in order to adapt to working from home
- Monitoring of technology and communication methods

Economic pressures related to COVID-19 and current financial climate

Strategy

- Looking to invest in fundraising and expand the team to further diversify and increase revenue
- Plan targeted appeal related to COVID-19 and other current issues facing our beneficiaries
- Annual budgeting and ongoing monitoring of financial performance
- The preparation of financial forecasts aligned to the Arts Emergency strategy to target a diversification of income streams and incorporate an ongoing consideration of market and consumer trends.

Incidents that damage reputation and/or negatively impact operations (including cyber security, serious fraud, major health and safety incidents, safeguarding and internal process failures)

Strategy

- Safeguarding team in place
- Safeguarding training programme delivered to all staff and volunteers
- New Trustee to be appointed in 21/22 as Safeguarding lead
- Head of Operations and Finance to be appointed in 21/22 with responsibility for data protection, IT security and Health and Safety
- Data review and business continuity review to be undertaken in 21/22

Changes in Government regulatory requirements and/or Charity Sector guidance (e.g., GDPR, Fundraising Code) negatively impact on Arts Emergency's strategy and activities

Strategy

- The team monitors public policy and the regulatory environment on an ongoing basis to ensure potential risks can be proactively managed. This includes a particular focus on developments in fundraising regulation and the requirements of the General Data Protection Regulation (GDPR)

The Arts Emergency Service
Report of the Trustees
for the Year Ended 30 June 2021

STRATEGIC REPORT

- Representation at key events and forums to help shape the research agenda.
- Strategic priorities and programme initiatives which target a diversification of income streams.

Financial and risk management objectives and policies

Financial security and threats of fraud or misuse of company expenses

- Limits set on expenditure via all channels (expenses cards, bank account)
- Authorisation process in place for any payments made over £500
- Processes in place to check all new payees or payees who request payment to new a new bank account
- Bank account reviewed regularly, and management accounts reviewed monthly to ensure any unexpected expenditure is picked up immediately

Future plans

In 2021-22 we plan to expand our mentoring services into the Merseyside region and increase our overall intake across the North West of England. We also plan to increase our London intake and will be piloting a mentoring scheme for young people aged 18-25 nationwide.

We plan to strengthen our governance by appointing a Head of Operations and Finance which will be a new role for the organisation. We will also convene a Finance and Resources board subcommittee, which will scrutinise the charities finances and make recommendations to the wider board. We are planning for the succession of the chair of the board, along with three other board members. We will also recruit an additional Lead Trustee for Safeguarding.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Arts Emergency Service is a registered charity (Registered Charity number 1152377) and a company limited by guarantee as defined by the Companies Act 2006, number 07655709, governed by its Memorandum and Articles of Association and incorporated on 2 June 2011.

The company was granted charitable status on 11 June 2013.

Organisational structure

The charitable company is administered by the Trustees comprising of the individuals who are the Trustees of the charity at any given time, including the first Trustees and their successors. In selecting individuals for appointment as Trustees, the Trustees have regard to the skills, knowledge and experience required for the effective administration of the charitable company.

The Arts Emergency Service

Report of the Trustees for the Year Ended 30 June 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Decision making

In 2021 we undertook a governance review which clearly lays out designated the decision-making process for the charity.

The Board of Trustees has overarching responsibility for the approval and monitoring of the organisation's strategic plan. This includes:

- Overall approval of annual budgets and annual accounts
- Approval of charity's approach to risk and monitoring of risk register
- Development and implementation of board development plan
- Approving the Fundraising Policy and ensuring fundraising activity falls in line with this

In 2021, two new subcommittees have been formed to support the Board with key strategic and operational decisions. The Finance and Resources sub-committee oversees in detail the financial plans and performance of the charity and reviews the charity's risk management processes. The Appointments sub-committee leads the process for appointments and election to the Board of Trustees

The charity is led by the CEO who is responsible for the day-to-day management of the organisation. This includes:

- Development, monitoring and implementation of strategic plan
- Identifying and pursuing opportunities for fundraising and business development
- Arranging preparation of budgets and forecasts for presentation to the board
- Administrative decisions regarding finance, HR, health and safety, project evaluation, management
- information systems, marketing and communications

The CEO is supported by a SMT who support in these areas. Since year end, a Head of Operations and Finance has been appointed to support with the day to day running of the organisation, focussing on finance, systems, procurement and HR.

The Arts Emergency Service
Report of the Trustees
for the Year Ended 30 June 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

When new trustees are appointed to the Board, they receive an induction pack which includes information on trustee duties, a copy of our governing document and Charity Commission guidelines for trustees. We provide an overview of the charity's finances, our Safeguarding policy and a guide to the decisions that will need to be made as part of the role. We also give training on what to do if things go wrong and have a code of conduct which trustees sign up to when they join.

Trustee terms are four years each, with a maximum of 9 years served in total. After four years, should the trustee wish to remain they are re-elected on to the Board by the remaining Trustees. If the trustee is considering stepping down, we ask trustees to continue for one year in order to induct a replacement trustee, or to give a minimum 6 months' notice.

When recruiting new trustees, the charity will create a recruitment pack including a person specification. We regularly undertake a skills audit to identify any gaps in knowledge or expertise that would be useful to the charity. When recruiting we will outline any skills we are particularly looking for. We advertise on our own website and social media channels, alongside industry recruitment sites and publications. In some cases, we will engage a charity trustee recruiter to support this process.

In all of our recruitment, we are committed to being a welcoming and inclusive organisation. It is important to us that our Board is representative of the young people we serve. We particularly welcome applications from disabled people, LGBTQIA+ people, Black, Asian and minority ethnic candidates. We believe that a diverse board will have the best range of talents to work effectively, and we encourage applications from people under the age of 30. For all roles we guarantee to interview anyone with a disability whose application meets the essential criteria for a post.

Key management remuneration

Within the organisation we have salary bandings for the different levels of role and take into consideration the seniority of the role and the skills required when setting the salary. When recruiting for any paid role, we benchmark against comparable roles within similar organisations, taking into account our salary bands, budgets, and current financial position.

We run an annual appraisal process where performance related pay rises can be discussed and considered. When budgeting for future years we take into account a cost of living adjustment.

The Arts Emergency Service
Report of the Trustees
for the Year Ended 30 June 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Related parties

We offer consultancy and support to set up mentoring schemes for young people within other organisations such as the British Museum, Westminster Council and Jerwood Arts. This consultancy is chargeable and therefore supplements our income.

We also work with organisations such as the London Transport Museum to support young people (employees and freelancers) with places on our programme. In these instances, the organisations cover the associated costs (mentor training, support for the mentees).

We also work with various arts organisations to offer paid work experience to young people to help further their access to careers in this area. We coordinate this to ensure that safeguarding considerations are taken into account and that the work experience is fit for purpose. We require unpaid work experience placements to be less than a week and advocate for young people to be paid expenses. Our network also offers ad-hoc opportunities which support our aims (such as free theatre tickets or museum passes for our beneficiaries). There are no financial transactions between Arts Emergency and the partner organisations in relation to these work experience placements or opportunities.

Management

The management of the charitable company is vested in the Trustees who are Directors for the purposes of company law.

The Trustees delegate the day to day administration of the charity to the Chief Executive Officer.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

07655709 (England and Wales)

Registered Charity number

1152377

Registered office

Unit W3
8 Woodberry Down
London
N4 2TG

Trustees

Ms J I Long (resigned 16/3/2021)
Mr S Glanville
Ms M T O'Hara (resigned 21/2/2022)
Mr D W Stewart
Mr J M Wakeham (resigned 16/10/2021)
Ms F Woodrow (Treasurer)
Mr J J Burke
Ms K J A Edwards
Ms E O Adegoke
Ms E J Tapping (Secretary)
Ms A Keramidas (appointed 16/11/2021)

The Arts Emergency Service

**Report of the Trustees
for the Year Ended 30 June 2021**

REFERENCE AND ADMINISTRATIVE DETAILS

Company Secretary

Ms E J Tapping

Independent Examiner

Melanie Richardson BA(Hons) FCA

ICAEW

Swindells LLP

Chartered Accountants

Atlantic House

8 Bell Lane

Bellbrook Industrial Estate

Uckfield

East Sussex

TN22 1QL

Support team of the trustees

Chief Executive Officer: Mr Neil Griffiths

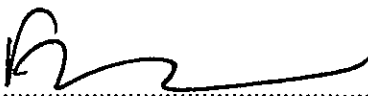
Administration support: Wendy Gundry, ASL Consultancy

Other Information

Website: www.arts-emergency.org

Social Media: Facebook, Twitter and LinkedIn Accounts: Visit website

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 22 March 22 and signed on the board's behalf by:



Ms F Woodrow - Trustee

**Independent Examiner's Report to the Trustees of
The Arts Emergency Service**

Independent examiner's report to the trustees of The Arts Emergency Service ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30 June 2021.

Responsibilities and basis of report

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

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

**Independent Examiner's Report to the Trustees of
The Arts Emergency Service**

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ICAEW which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

MRichardson

Melanie Richardson BA(Hons) FCA
ICAEW
Swindells LLP
Chartered Accountants
Atlantic House
8 Bell Lane
Bellbrook Industrial Estate
Uckfield
East Sussex
TN22 1QL

Date: 24.3.22

The Arts Emergency Service

Statement of Financial Activities
for the Year Ended 30 June 2021

	Notes	Unrestricted fund £	Restricted funds £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	504,176	19,607	523,783	444,378
Other income		<u>128</u>	<u>-</u>	<u>128</u>	<u>-</u>
Total		504,304	19,607	523,911	444,378
EXPENDITURE ON					
Charitable activities	3				
Charitable activities		<u>406,626</u>	<u>10,001</u>	<u>416,627</u>	<u>358,836</u>
NET INCOME		97,678	9,606	107,284	85,542
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>328,363</u>	<u>10,000</u>	<u>338,363</u>	<u>252,821</u>
TOTAL FUNDS CARRIED FORWARD		<u>426,041</u>	<u>19,606</u>	<u>445,647</u>	<u>338,363</u>

The notes form part of these financial statements

The Arts Emergency Service

Balance Sheet 30 June 2021

	Notes	Unrestricted fund £	Restricted funds £	2021 Total funds £	2020 Total funds £
FIXED ASSETS					
Tangible assets	10	5,393	-	5,393	3,108
CURRENT ASSETS					
Debtors	11	49,609	-	49,609	32,836
Cash at bank		<u>391,811</u>	<u>19,606</u>	<u>411,417</u>	<u>314,078</u>
		441,420	19,606	461,026	346,914
CREDITORS					
Amounts falling due within one year	12	(20,772)	-	(20,772)	(11,659)
NET CURRENT ASSETS		<u>420,648</u>	<u>19,606</u>	<u>440,254</u>	<u>335,255</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>426,041</u>	<u>19,606</u>	<u>445,647</u>	<u>338,363</u>
NET ASSETS		<u>426,041</u>	<u>19,606</u>	<u>445,647</u>	<u>338,363</u>
FUNDS	13				
Unrestricted funds				426,041	328,363
Restricted funds				<u>19,606</u>	<u>10,000</u>
TOTAL FUNDS				<u>445,647</u>	<u>338,363</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30 June 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 30 June 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

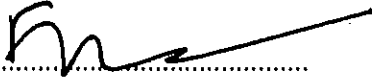
- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The notes form part of these financial statements

The Arts Emergency Service

Balance Sheet - continued
30 June 2021

The financial statements were approved by the Board of Trustees and authorised for issue on
.....22 March 22..... and were signed on its behalf by:



.....
Ms F Woodrow - Trustee

The notes form part of these financial statements

The Arts Emergency Service

**Cash Flow Statement
for the Year Ended 30 June 2021**

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	<u>100,532</u>	<u>108,104</u>
Net cash provided by operating activities		<u>100,532</u>	<u>108,104</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(3,553)	(1,185)
Sale of tangible fixed assets		<u>360</u>	<u>-</u>
Net cash used in investing activities		<u>(3,193)</u>	<u>(1,185)</u>
Change in cash and cash equivalents in the reporting period			
		97,339	106,919
Cash and cash equivalents at the beginning of the reporting period		<u>314,078</u>	<u>207,159</u>
Cash and cash equivalents at the end of the reporting period		<u><u>411,417</u></u>	<u><u>314,078</u></u>

The notes form part of these financial statements

The Arts Emergency Service

Notes to the Cash Flow Statement
for the Year Ended 30 June 2021

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income for the reporting period (as per the Statement of Financial Activities)	107,284	85,542
Adjustments for:		
Depreciation charges	1,037	861
Profit on disposal of fixed assets	(128)	-
(Increase)/decrease in debtors	(16,773)	22,671
Increase/(decrease) in creditors	<u>9,112</u>	<u>(970)</u>
Net cash provided by operations	<u>100,532</u>	<u>108,104</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.7.20 £	Cash flow £	At 30.6.21 £
Net cash			
Cash at bank	<u>314,078</u>	<u>97,339</u>	<u>411,417</u>
	<u>314,078</u>	<u>97,339</u>	<u>411,417</u>
Total	<u>314,078</u>	<u>97,339</u>	<u>411,417</u>

The notes form part of these financial statements

The Arts Emergency Service

Notes to the Financial Statements for the Year Ended 30 June 2021

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The presentation currency in the financial statements is the Pound Sterling (£).

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The charity receives donations from members of the public. These donations are deposited into the charity's bank account and are recognised when the funds are received.

Grant income is recognised when the charity has entitlement to the funds, and any performance conditions attached to the grants have been met.

Expenditure

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

Expenditure on charitable activities includes administering mentoring schemes and other projects associated with the charity's aims. All support costs are allocated to expenditure on charitable activities.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Office equipment - 25% on reducing balance

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2021

1. ACCOUNTING POLICIES - continued

Fund accounting

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company contributes towards employee's defined contribution pension schemes. Contributions payable to the pension schemes are charged to the Statement of Financial Activities in the period to which they relate.

Going concern

The trustees have reviewed the circumstances of The Arts Emergency Service and consider that adequate resources continue to be available to fund the activities of the charity for the foreseeable future. As such, the trustees are of the view that the charity is a going concern. This review includes a consideration of the impact of the Covid-19 pandemic on the activities of the charity.

Grants

Government grants in respect of capital expenditure are credited to a deferred income account and released to profit over the expected useful lives of the relevant assets in equal annual instalments.

Government grants of a revenue nature are credited to income so as to match them with the expenditure to which they relate.

2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Donations	431,246	358,222
Gift aid	47,931	31,156
Grants	<u>44,606</u>	<u>55,000</u>
	<u>523,783</u>	<u>444,378</u>

Grants received, included in the above, are as follows:

	2021	2020
	£	£
Grants	<u>44,606</u>	<u>55,000</u>

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2021

3. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 4) £	Support costs (see note 5) £	Totals £
Charitable activities	<u>392,336</u>	<u>24,291</u>	<u>416,627</u>

4. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2021 £	2020 £
Staff costs	281,610	245,680
Rent and rates	13,675	13,070
Insurance	522	455
Telephone	1,791	1,074
Postage, stationery and printing of materials	7,706	5,101
Service support	8,836	15,839
Staff training	3,085	8,156
Office	5,936	2,334
IT costs	56,640	16,501
Travel	109	2,732
DBS checks	1,501	1,174
Event costs	4,238	10,014
Consultancy	5,650	14,738
Depreciation	<u>1,037</u>	<u>861</u>
	<u>392,336</u>	<u>337,729</u>

5. SUPPORT COSTS

	Finance £	Governance costs £	Totals £
Charitable activities	<u>5,421</u>	<u>18,870</u>	<u>24,291</u>

Governance costs include £2,000 (2020: £2,000) in respect of the independent examination of these financial statements.

The Arts Emergency Service

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2021**

6. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation - owned assets	1,036	861
Surplus on disposal of fixed assets	<u>(128)</u>	<u>-</u>

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 30 June 2021 nor for the year ended 30 June 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 30 June 2021 nor for the year ended 30 June 2020.

8. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	255,068	220,805
Social security costs	21,161	19,938
Other pension costs	<u>5,381</u>	<u>4,937</u>
	<u>281,610</u>	<u>245,680</u>

The average monthly number of employees during the year was as follows:

	2021	2020
	<u>12</u>	<u>11</u>
Charitable activities and administration		

No employees received emoluments in excess of £60,000.

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2021

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	417,378	27,000	444,378
EXPENDITURE ON			
Charitable activities			
Charitable activities	341,733	17,103	358,836
NET INCOME	75,645	9,897	85,542
Transfers between funds	4,897	(4,897)	-
Net movement in funds	80,542	5,000	85,542
RECONCILIATION OF FUNDS			
Total funds brought forward	247,821	5,000	252,821
TOTAL FUNDS CARRIED FORWARD	<u>328,363</u>	<u>10,000</u>	<u>338,363</u>

10. TANGIBLE FIXED ASSETS

	Office equipment £
COST	
At 1 July 2020	4,897
Additions	3,553
Disposals	<u>(549)</u>
At 30 June 2021	<u>7,901</u>
DEPRECIATION	
At 1 July 2020	1,789
Charge for year	1,036
Eliminated on disposal	<u>(317)</u>
At 30 June 2021	<u>2,508</u>
NET BOOK VALUE	
At 30 June 2021	<u>5,393</u>
At 30 June 2020	<u>3,108</u>

The Arts Emergency Service

Notes to the Financial Statements - continued
for the Year Ended 30 June 2021

11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Other debtors	47,931	31,156
Prepayments and accrued income	<u>1,678</u>	<u>1,680</u>
	<u>49,609</u>	<u>32,836</u>

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Social security and other taxes	11,561	6,009
Other creditors	1,076	1,002
Accruals and deferred income	<u>8,135</u>	<u>4,648</u>
	<u>20,772</u>	<u>11,659</u>

13. MOVEMENT IN FUNDS

	At 1.7.20	Net movement	At
	£	in funds	30.6.21
		£	£
Unrestricted funds			
General fund	328,363	97,678	426,041
Restricted funds			
Magenta Living	10,000	(10,000)	-
Postcode Neighbourhood Trust	-	18,406	18,406
Girdlers Trust	<u>-</u>	<u>1,200</u>	<u>1,200</u>
	<u>10,000</u>	<u>9,606</u>	<u>19,606</u>
TOTAL FUNDS	<u>338,363</u>	<u>107,284</u>	<u>445,647</u>

The Arts Emergency Service

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2021**

13. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	504,304	(406,626)	97,678
Restricted funds			
Magenta Living	1	(10,001)	(10,000)
Postcode Neighbourhood Trust	18,406	-	18,406
Girdlers Trust	<u>1,200</u>	<u>-</u>	<u>1,200</u>
	<u>19,607</u>	<u>(10,001)</u>	<u>9,606</u>
TOTAL FUNDS	<u><u>523,911</u></u>	<u><u>(416,627)</u></u>	<u><u>107,284</u></u>

Comparatives for movement in funds - 2019

	At 1.7.19 £	Net movement in funds £	Transfers between funds £	At 30.6.20 £
Unrestricted funds				
General fund	247,821	75,645	4,897	328,363
Restricted funds				
London Works	5,000	(5,000)	-	-
Magenta Living	-	10,000	-	10,000
Postcode Lottery	<u>-</u>	<u>4,897</u>	<u>(4,897)</u>	<u>-</u>
	<u>5,000</u>	<u>9,897</u>	<u>(4,897)</u>	<u>10,000</u>
TOTAL FUNDS	<u><u>252,821</u></u>	<u><u>85,542</u></u>	<u><u>-</u></u>	<u><u>338,363</u></u>

The Arts Emergency Service

Notes to the Financial Statements - continued for the Year Ended 30 June 2021

13. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	417,378	(341,733)	75,645
Restricted funds			
London Works	-	(5,000)	(5,000)
Magenta Living	10,000	-	10,000
Postcode Lottery	<u>17,000</u>	<u>(12,103)</u>	<u>4,897</u>
	<u>27,000</u>	<u>(17,103)</u>	<u>9,897</u>
TOTAL FUNDS	<u>444,378</u>	<u>(358,836)</u>	<u>85,542</u>

Magenta Living

Magenta Living (restricted fund) - an amount of £10,000 was donated in May 2020, with a further £10,000 donated after the year end in September 2021 (2020 £10,000). These funds are to be used to fund 20 places on Arts Emergency's 8 year programme for young Magenta Living residents in Wirral across 2020 and 2021. All funds were spent in the year.

Postcode Lottery

Postcode Lottery (restricted fund) - an amount of £18,406 (2020 £17,000) was received in the year from the Postcode Neighbourhood Trust. These funds were to be used to fund mentoring and opportunities for 50 marginalised young people in Merseyside for the Merseyside project. None of these funds were spent in the year to 30 June 2021 (2020 £12,103) as the Merseyside project did not commence until September 2021, therefore the full amount has been carried forward.

Girdlers Trust

Girdlers Trust (restricted fund) - an amount of £1,200 (2020 None) was received from the Girdlers Trust to fund a project for a community freelancer event, the project had not been started in the year end 30 June 2021 and therefore none of the funds were spent in the year.

The Arts Emergency Service

**Notes to the Financial Statements - continued
for the Year Ended 30 June 2021**

14. RELATED PARTY DISCLOSURES

The total amount of employee benefits received by key management personnel was £47,655 (2020: £47,675).

During the year donations were received from trustees totalling £700 (2020: £995).

There were no further related party transactions for the year ended 30 June 2021.

15. COMPANY LIMITED BY GUARANTEE

The company is limited by guarantee with the liability of its members limited to £10, being the amount each member is required to contribute towards any outstanding debts and liabilities upon the winding up of the company.

The Arts Emergency Service

**Detailed Statement of Financial Activities
for the Year Ended 30 June 2021**

	2021 £	2020 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	431,246	358,222
Gift aid	47,931	31,156
Grants	<u>44,606</u>	<u>55,000</u>
	523,783	444,378
Other income		
Gain on sale of tangible fixed assets	<u>128</u>	<u>-</u>
Total Incoming resources	523,911	444,378
EXPENDITURE		
Charitable activities		
Wages	255,068	220,805
Social security	21,161	19,938
Superannuation	5,381	4,937
Rent and rates	13,675	13,070
Insurance	522	455
Telephone	1,791	1,074
Postage, stationery and printing of materials	7,706	5,101
Service support	8,836	15,839
Staff training	3,085	8,156
Office	5,936	2,334
IT costs	56,640	16,501
Travel	109	2,732
DBS checks	1,501	1,174
Event costs	4,238	10,014
Consultancy	5,650	14,738
Office equipment	<u>1,037</u>	<u>861</u>
	392,336	337,729
Support costs		
Finance		
Bank charges	5,421	5,194

This page does not form part of the statutory financial statements

The Arts Emergency Service

**Detailed Statement of Financial Activities
for the Year Ended 30 June 2021**

	2021 £	2020 £
Finance		
Governance costs		
Governance	<u>18,870</u>	<u>15,913</u>
 Total resources expended	 <u>416,627</u>	 <u>358,836</u>
 Net Income	 <u><u>107,284</u></u>	 <u><u>85,542</u></u>

This page does not form part of the statutory financial statements