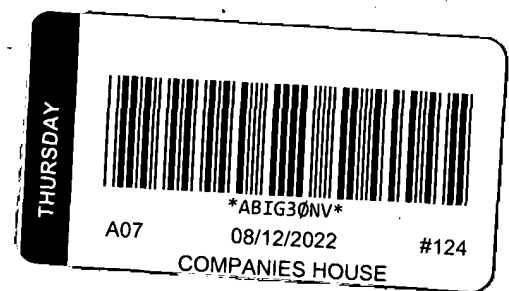


**Company registration number: 06397532**  
**Charity registration number: 1121975**

**Attitude is Everything**  
**(A company limited by guarantee)**  
**Annual Report and Financial Statements**  
**for the Year Ended 31 March 2022**



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**Trustees' Report for the year ended 31st March 2022 (continued)**

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- Conducting or commissioning research on disability equality and diversity issues and publishing the results to the public.
- Cultivating a sentiment in favour of disability, equality and diversity.
- In the interests of social welfare to provide or assist in the provision of facilities for recreation or other leisure time occupation with the object of improving the conditions of life of disabled people.

The Vision that shapes our Mission Statement, Beliefs and annual activities is:

Our vision is to see music and live event industries valuing disabled people as audience members, performers, professionals and volunteers.

Our Mission Statement:

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

Our work won't stop until this becomes the norm.

Through our work:

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

Our Beliefs are that:

- It's our job to amplify the voices of diverse disabled people.
- The best change happens when people listen to and understand each other.
- Most barriers are created, so they can be removed – everyone can do something.
- Celebrating good work makes more of it happen.
- Disabled people are valuable, ambitious and talented - but there are still people missing out.

**Trustees' Report for the year ended 31st March 2022 (continued)**

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**Activities**

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

During 2021-2022 the Covid-19 crisis continued to have an effect on a number of our activities, meaning that they were either curtailed or delivered in alternative formats, however as the sector opened up again, we supported reopening and were able to restart our Mystery Shopping programme.

Our key activities undertaken in the period are:

**Live Events Access Charter**

In January 2022 we relaunched our Charter of Best Practice standards as the Live Events Access Charter, including the introduction of a Platinum Level. As well as signing new festivals and music venues to the Charter, our existing Charter venues and festivals continued to make a commitment to reach the Bronze, Silver, Gold and Platinum benchmarks of achievement set out for each stage of the award, whilst we provided full support and training to each venue through every stage.

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

**Disability Equality Training**

Our creative approach to designing training packages is centred upon our core training activity which supported people working within the live music and events industries. The training influences the people working within the music industry to make change, and increases the impact of our work at all levels within that industry. It is delivered by people with lived experience; we have trained over 10,000 industry professionals to date and in an average year, we train around 800 people across a wide range of client bases.

**Mystery Shopping**

Remaining at the heart of our work, our disabled volunteer Mystery Shoppers provide feedback on the accessibility and overall experience at not only the Charter venues and festivals, but also many grassroots music venues, clubs and festivals of their choice. During this financial year we relaunched the programme as our sector reopened, with volunteers providing vital feedback around access and COVID-safety. We continued to grow and support our volunteer base through online engagement sessions, supporting them to navigate the many challenges of the pandemic.

**Festival Volunteering**

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

Most of our festival volunteering opportunities have been offered via our Mystery Shopping Project and on the projects that we run in partnership with Oxfam, Glastonbury and Festival

**Trustees' Report for the year ended 31st March 2022 (continued)**

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Republic for disabled people who want to work onsite in our information tents or as stewards.

During 2021-2022 we were not able to deliver a face-to-face volunteer programme due to festival cancellations and concerns for health and safety of volunteers and staff, however, we supported organisations to recruit disabled volunteers directly.

**Access Consultancy**

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

**Research and Campaigning**

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

**Artist Development Programme**

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

**Beyond the Music**

Beyond the Music is our National Lottery Community Fund programme which aims to improve access to employment and volunteering opportunities in the music and live events industry for disabled people. The programme includes networking and support for aspiring and active industry professionals with access requirements, a Future Leaders programme, a mentoring scheme, publication of best practice guidance and sector training programmes.

**Achievements and Performance**

In Spring 2021 we undertook a reorganisation of our management structure to provide greater support around financial management, fundraising, corporate development and operations, with the aim of creating a more resilient, dynamic, ambitious and agile organisation. Celia Makin-Bell was appointed in July 2021 as our new Managing Director and with Suzanne Bull in the position of Founder, we adopted a Co-Leadership model for the organisation which has strengthened both the operations of the organisation, as well as its external presence within the disabled community, and the music and live events sectors.

Alongside a new management structure, we also realised a number of planned infrastructure projects including investing in a new Customer Relationship Management System and commissioning a new website which will be launched in 2022. The website will enable us to better promote our services and provide enhanced resources for the communities that we work with including audiences, volunteers, artists, venues and festivals, and employees. In

**Trustees' Report for the year ended 31st March 2022 (continued)**

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this year we also secured long term investment from Esmée Fairbairn Foundation (to strengthen our resources in business development and to support our activity in developing new and sustainable business streams), and the Paul Hamlyn Foundation (core funding to underpin the delivery of our strategic objectives in the context and the impact of COVID-19 on our work, our beneficiaries and the live events industry).

**Achievements**

The long-term impact of Covid-19 has continued to have a major effect on both our performance and achievements in 2021-2022, and on the music and live events industries. We have continued to focus our attention on ensuring an inclusive reopening of the industry, maintaining and strengthening existing sector relationships, with a particular focus on collaboration with industry umbrella organisations, partner disability and access organisations, and DCMS-led groups producing Covid-19 guidance.

The picture for disabled people when it came to live music and events has remained a complicated one. A significant number of people had never stopped shielding since March 2020, many more felt the need to be cautious and held back from attending events; whilst others felt in a position to return from the Autumn onwards. Our 2021 Returning to Live Events Survey (disabled audiences) found that 50% said they would feel comfortable attending an indoor live event as long as they were confident that as many accessible measures as possible have been put in place to increase safety, 42% didn't see how a live venue could be a safe environment for them at the time they completed the survey, with 24% feeling that they wouldn't be able to get to an indoor live event until 2022 at the earliest.

Key achievements during 2021-2022 included:

- Publishing guidance to support sector reopening including our Access Guide: Reopening Your Venue in May 2021, continuing our work with the Audience Access Alliance including the Accessible Reopening Checklist and awareness raising campaign in June 2021 and sharing results from our Returning to Live Events survey.
- Successfully campaigned for the inclusion of Clinically Extremely Vulnerable individuals in the pilot events schemes in 2021.
- Undertaking a major revamp of the Charter of Best Practice framework, updating it to include online event accessibility, and guidance drawn from our Next Stage and Beyond The Music programmes, relaunched as the Live Events Access Charter in January 2022.
- Working with Independent Venue Week promoters to generate regional champions of good practice and launching our 'Just Ask' guidance for promoters when booking disabled artists.
- Signing up our first Northern Ireland Charter venue, The Black Box, and our first Scottish festival, TRNSMT, achieving Gold.
- Publishing our Accessible Employment Guide and associated training programme as part of our Beyond the Music programme.
- Delivering our largest ever public fundraising campaign as BBC Radio 4 Appeal's Charity of the Week in August 2021.

Working in partnership with a range of organisations and stakeholders is a key part of our success in driving strategic change, and this has become ever more important over the last 12 months. In the year under report, our key delivery partners were DCMS working groups – Festivals and Events and Entertainment Groups, Music Venues Trust, Featured Artist

**Trustees' Report for the year ended 31st March 2022 (continued)**

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Coalition, Glastonbury, Festival Republic, Audience Access Alliance members (including Level Playing Field, Shape Arts, Stay up Late and Transport for All), 7 Inclusive Principles partners (We Shall Not Be Removed, Ramps on the Moon, Paraorchestra and What Next?), Black Lives in Music, A Good Night Out, NTIA Women's Safety Taskforce, Euston Community Interest Group, British Council and Independent Venue Week. We also took part in the UK Music Diversity Taskforce, AIM Equality and Diversity Action Group and Ivors Academy Ethics Committees.

**Performance****Live Events Access Charter**

During 2021-22 we undertook a major review of our Charter framework, and we launched the renamed Live Events Access Charter in January 2022. The new Charter introduced a Platinum level which recognises exemplary practice by venues and festivals, embedding best practice and learning from our Beyond the Music and Next Stage programmes, and encouraging venues and festivals to look at engaging disabled people across all their work, including staffing and artist support.

Despite the challenges of Covid 19, we continued to support and assist our Charter venues and festivals to continue to develop their accessibility, with a key focus on supporting an accessible reopening of the sector. Throughout the year, we continued to deliver online introduction sessions and training seminars, removing barriers to participation and reducing organisational costs and time due to lack of travel. During the year, 50 venues and festivals accessed introductory sessions and we ended the year with 214 Charter Venues and Festivals, with 31 Charter Venues and Festivals now at Gold and 52 at Silver. We have 43 grassroots venues signed up to our Grassroots Charter, helping to make grassroots live performance more inclusive. We also continued to grow the geographical reach of the Charter, with our first Northern Ireland venue, The Black Box, signing up, and our first Scottish festival, TRNSMT, achieving Gold.

**Disability Equality Training**

We continued to ensure that the workforce is appropriately skilled to create accessible and inclusive events that go beyond the Equality Act and achieve best practice. During 2021-2022 we delivered a mix of online and face to face sessions, with over 1000 people accessing training across 67 sessions. During the year we launched new training programmes associated with our Accessible Employment Guide and now offer a suite of modules including Disability Equality and Customer Care, FLASH (Fluctuating Impairments, Learning disabilities, Autism, Sensory impairments and Health conditions) Awareness Training and Accessible Creative Environment. We also continued to deliver our Train the Trainer programmes.

**Mystery Shopping and Festival Volunteering**

As our sector reopened this year, we were able to reinstate our Mystery Shopping programme, funded by Arts Council England and Paul Hamlyn Foundation, and we experienced strong demand from shoppers who were able to provide us with vital data on the experiences of disabled attenders at festivals and venues. By the end of the year, our volunteers had completed 128 shops and our network had grown to 943 members - an increase of 143 new volunteers. We continued to deliver online drop-in sessions for volunteers and developed

**Trustees' Report for the year ended 31st March 2022 (continued)**

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audience ambassador and peer mentor schemes to support new Mystery Shoppers and help us shape our engagement.

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

**Access Consultancy**

We continued to develop and grow our consultancy provision, exceeding our financial targets for the year, providing a range of services across a range of settings, including the development of well-attended webinars and the development of support packages for those supported by the Cultural Recovery Fund. We delivered a number of high-profile consultancy projects including COP26, G7, Mamma Mia for MGM and the Paralympic Homecoming Ceremony. We also continued to develop our international partnership working, including a major contract for Dubai Expo 2020.

**Research and Campaigning**

There have been a number of key developments in our research and campaigning work during the year, with priority given to ensuring that Covid-19 reopening was as inclusive as possible for disabled audiences. Key activities undertaken included:

- Continuing to collect and publish data around the experiences of disabled audiences returning to music and live events
- In April, action by organisations including ourselves contributed to a U-turn in the exclusion of Clinically Extremely Vulnerable (CEV) individuals in the pilot event scheme.
- In May, we published our Access Guide: Reopening. Your Venue.
- In June, the Audience Access Alliance that we set up in 2020 in response to the pandemic launched an Accessible Reopening Checklist awareness-raising campaign.
- In response to 'Freedom Day' on 19th July, we launched a Returning to Live Events survey, sharing the results one month later in August.

We delivered a number of successful profile-raising events and activities during 2021-2022. After postponing our planned 20<sup>th</sup> birthday celebrations in May 2020 due to Covid-19, we were able to have a small in-person celebration of our 21<sup>st</sup> Anniversary in September 2021 at the Garden Café, Palladium, hosted by the Ivor's Academy and receiving donations from the BPI, PPL, UK Music and The MU. As outlined in the Chairs report August saw our largest ever public fundraising campaign as we became the BBC Radio 4 Appeal's 'Charity of the Week' and in December 2021, we were selected by Yoko Ono and Sean Ono Lennon to receive one of only fifty rare, limited edition vinyl acetates of John Lennon & Yoko Ono's iconic single 'Happy Xmas (War Is Over).

**'Next Stage' Artist Development Programme:**

Despite the challenges of Covid-19, 2021-2022 saw a considerable growth in our Artist Development programme Next Stage. Our artist network continued to grow and has over 100 members. Through our partnership with the Featured Artists Coalition, our joint artists ambassadors delivered a busy programme of online Q&As, speaking at conferences, running workshops and leading song writing courses. In October 2021 we worked with Independent Venue Week to launch a new campaign – 'Just Ask' – which supported promoters and artist liaison teams to ask artists about their access requirements.



**Trustees' Report for the year ended 31st March 2022 (continued)**

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We held regular socials and informative sessions for our growing network of disabled artists and continued to lead a Talent Development network of partners to break down barriers to accessing funding and career development opportunities.

**Beyond the Music**

Beyond the Music is our National Lottery Community Fund supported programme that aims to boost employment opportunities for disabled people in the music and live events industry. The programme supports disabled people to gain the necessary skills, experience, support and contacts they require to work or volunteer in the industry, while providing training, resources and guidance to help businesses build a truly inclusive work environment.

In May 2021 we launched our first major publication supported by this programme, our Accessible Employment Guide. Aimed at businesses of all scales, it offers simple and straightforward tips on how to attract talented disabled workers with advice on everything from accessible job interviews and accessible meetings to suggested adjustments to office and work environments. Alongside this guide we launched an associated training programme for the sector.

We have also grown our network of aspiring and active professionals with access requirements, and we launched an Introduction to Event Production course, a professional mentoring scheme, and a Future Leaders programme.

**Plan for Future Periods**

As the organisation enters the 2022-2023 financial year our sector still continues to recover from the long-term effects of Covid while navigating new challenges such as the cost of living crisis and long term impacts of Brexit.

Our 2022-2027 Business Plan, produced in February 2022, identified 4 key priority areas for the organisation to deliver as part of our Covid-19 recovery in 2022-2023, namely:

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

Our ambitious delivery plans for 2022-2023 include:

**Programmes:**

- Continuing to grow the impact of our Mystery Shopping and audience ambassadors programme, harnessing our network of disabled volunteers across the UK.

**Trustees' Report for the year ended 31st March 2022 (continued)**

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- Delivery of 2022 Festival Volunteering programme and development of a long-term plan for this area of work.
- Rolling out our Live Events Access Charter across the sector, growing its reach and gaining the first Platinum sign ups
- Growing the reach of our Charter Network to enable remote collaboration and peer-learning amongst professionals implementing our framework.
- Seeking to tackle 'cold spots' in our Charter of Best Practice coverage.
- Defining and agreeing plan for regional engagement and work in priority/Levelling Up areas, linked to our Music Communities programme
- Working with talent development partners across the UK via our Next Stage and Beyond the Music programmes
- Delivery of our Beyond the Music employability programmes for Future Leaders and those ready to work in the music industry
- Development and delivery of the Beyond the Music Mentoring Programme
- Publishing a new Accessible Volunteering Guide for the music and live event industries, including roll-out across our Charter and other industry partners.

**Research and Campaigns:**

- Continuing to conduct and publish research around the needs of disabled audiences and artists
- Creating and publishing content which influences and informs the music industry to collaborate accessibly with disabled artists, whilst also highlighting the range of artists and musicians within the Next Stage network
- Publishing a best practice campaign for talent developers and funders in partnership with our Talent Development Group partner organisations.
- Cultivating our role as a leader on diversity in our sectors, contributing to industry-wide forums and building our capacity to be a truly intersectional disability-led organisation with expert partners, including NTIA's Women's Safety Taskforce, BPI, Sony Music, AIM, BLIM, A Good Night Out, and UK Music's Diversity Taskforce.
- Producing new Public Affairs Strategy and action plan to inform future campaign priorities
- Launching a major joint campaign in Autumn 2022 with the Association of Independent Festivals, the Association of Festival Organisers and the British Arts Festivals Association to generate concrete improvements across their memberships for events taking place in Summer 2023 and beyond.
- Further developing our Ticketing Without Barriers work

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

- Preparing our next 3-year National Portfolio Organisation bid to Arts Council England, including Business Plan and budgets to 2027
- Re-examining our Communications, Public Affairs, Marketing, Fundraising and Commercial Income strategies.
- Launching our new website to market our work alongside resources for the sector
- Implementing a new model of hybrid working to incorporate office and home working, retaining the shift, where possible, to online meetings to cut down on travel for all parties.
- Funding pending, we plan to work with Julie's Bicycle and other partners on an innovative project to provide the sector with a toolkit that makes access for disabled

**Trustees' Report for the year ended 31st March 2022 (continued)**

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people at music and live events environmentally sustainable. Currently solutions to enable accessibility and support environmental sustainability can often oppose one another, and disabled people's access can be affected or even degraded by environmental policies. This is about changing hearts and minds-our vision is that the best sustainable festival is an accessible one

- Improving our monitoring and evaluation systems, making full use of our new CRM and website to capture data

**Public Benefit**

Attitude is Everything carries out a wide range of activities as detailed in pursuance of its charitable aims. In setting our work programme each year, the trustees take account of the Charity Commission's guidance on public benefit and ensure activities we undertake are in line with our charitable objectives and aims.

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

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

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

Despite the challenging circumstances facing the charity, and the wider sector, we had a successful year and have remained financially resilient due to the support of our funders and careful financial management. During 2021-2022 the charity also made a surplus on its Unrestricted Funds of £116,663 (2021 - £147,581) in the year. This was owing to a combination of: achieving very strong results in earned income and individual and corporate giving; delays in some planned investment such as our new website; and reductions in expenditure across the organisation mainly due to external factors (eg Covid restrictions and reduced face to face activity). We have continued to have strong support from our existing funders who have acknowledged the challenges that Covid has created for our sector.

**Balance Sheet Review**

Overall, at 31<sup>st</sup> March 2022, the charity had total reserves of £369,114 (2021 - £255,092). These reserves were made up of general reserves (funds which are neither restricted nor designated) of £318,114 (2021 - £251,451), designated reserves of £50,000 (2021- £0) and restricted grants and donations of £1,000 (2021 - £3,641). At that time the charity held cash at bank of £424,228 (2021 - £280,603). The free reserves, comprising unrestricted reserves less designations and less fixed assets amounted to £315,727 (2021- £246,420).

During the period to 31<sup>st</sup> March 2022 free reserves increased from £246,420 to £315,727. The Board decided to designate £50,000 towards investment in infrastructure and business resilience to be spent in the next three years. Restricted grants and donations totalling £212,109 (2021 - £139,661) were received during the year. Not all the restricted income received was spent in the year, with £1,000 (2021 - £3,641) held on the balance sheet at 31<sup>st</sup> March 2022.

**Trustees' Report for the year ended 31st March 2022 (continued)**

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**Compliance with Reserves Policy**

Attitude is Everything's reserves policy is designed to reflect the underlying risks facing the charity and to ensure that we have an appropriate level of free reserves to safeguard its operations. We have a balance of free reserves in excess of the minimum level stated in the policy (as set out in the Structure, Governance and Management section) of £150,000 for 2021-2022. This reflects a risk adjusted premium that will be reevaluated by the trustees in the next financial year reflecting the risk environment assessed at that time.

**Structure, Governance and Management****Governing document**

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

**Governance**

It is the Board's duty to:

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

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

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

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

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

**Trustees' Report for the year ended 31st March 2022 (continued)**

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**Recruitment and appointment of new trustees**

Candidates are required to complete a formal application process which includes completing an application form with referees and if successful at application form stage, attending an interview. Interviews are carried out by Trustees and staff representatives. Once references and interviewers' recommendations are deemed to be satisfactory by the Board, successful candidates are invited to observe a Board meeting. New trustees can be voted onto the Board any time after these steps have been taken.

They receive an Induction Pack that includes:

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

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

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

The Board is committed to continuing to ensure that the organisation is both disability and female-led. At time of writing, 50% of the senior leadership team of the organisation identify as disabled and/or neurodivergent (the figure increasing to 71% if senior managers are included) and 70% of staff and trustees. 100% of the senior leadership team of the organisation identify as female, alongside 60% of staff and trustees. However, we recognise that the staff and Trustee team does not currently reflect the ethnic diversity of both London and UK more widely, and we plan to address this by proactively working with local and national partners, including the diverse partner organisations that we have named in this report.

**Principle Risks and Uncertainties**

During 2021-2022 the impact of Covid-19 continued to be felt across our sector with the music and live events industry continuing to suffer from major disruption and both immediate and long-term challenges.

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

**Trustees' Report for the year ended 31st March 2022 (continued)**

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- Producing a new Business Plan to 2027 with a clear roadmap for business recovery and future development
- Ensuring a successful application to Arts Council England for NPO extension funding for 2022-2023 while preparing a new funding bid and plan for 2023-2026
- Implementing a new organisational staffing structure including recruiting a new Managing Director
- Implementation of systems and procedures to mitigate continued risks to the business, and minimise the impact should the risk materialise
- Regular dialogue with funders to update them on any changes to programmes
- Continuing to implement controls to monitor spending and cashflow
- Ensuring that staff were able to work safely throughout the period including regular review of Covid policies, supporting hybrid working; moving activity online and refocussing delivery

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

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

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

**Pay policy for staff**

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

**Related parties**

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

**Reserves policy**

**Trustees' Report for the year ended 31st March 2022 (continued)**

**Statement as to Disclosure of Information to the Independent Examiner**

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

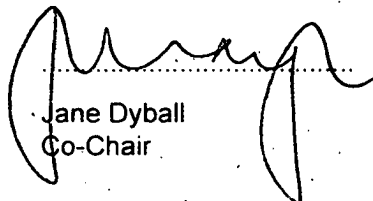
- (a) So far as each trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- (b) to the best of their knowledge and belief, each director has taken all the steps that ought to have been taken as a trustee, including making appropriate enquiries of fellow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

**Independent Examiners**

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

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

Approved by the Board and signed on its behalf by:

  
Jane Dyball  
Co-Chair

Date: 15/11/2022

**Trustees' Report for the year ended 31st March 2022 (continued)**

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**Statement of Trustees' responsibilities**

The Trustees (who are also the Directors of Attitude is Everything for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income or expenditure, of the charitable company for that period.

In preparing these accounts, the Trustees are required to:

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

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



**Independent Examiner's Report to the Directors of Attitude is Everything for the year ended 31st March 2022**

We report on the accounts of the company for the year ended 31 March 2022, which are set out on pages 19 to 28.

**Respective responsibilities of trustees and examiner**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 ("the Charities Act") and that an independent examination is needed. I am qualified to undertake the examination by being a qualified member of CIPFA.

It is my responsibility to:

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

**Basis of independent examiner's report**

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

**Independent examiner's statement**

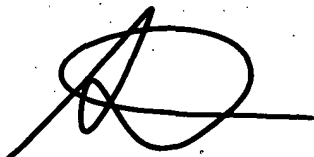
In connection with my examination, no matter has come to my attention:

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

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

have not been met; or

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



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

**Date: 15 Aug 2022**

**Statement of financial activities for the year ended 31st March 2022**  
**(incorporating an income and expenditure account)**

		2022			2021		
		Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
Income from:	Note	£	£	£	£	£	£
Donations and legacies	3	212,109	337,383	549,492	139,661	375,026	514,687
Charitable activities	4	-	139,208	139,208	-	79,273	79,273
Bank Interest		-	-	-	-	-	-
Other income		-	-	-	-	-	-
<b>Total income</b>		<b>212,109</b>	<b>476,591</b>	<b>688,700</b>	<b>139,661</b>	<b>454,299</b>	<b>593,960</b>
<b>Expenditure on:</b>	5						
Raising funds		-	57,418	57,418	-	55,602	55,602
Charitable activities		214,750	302,510	517,260	173,006	251,116	424,122
Other		-	-	-	-	-	-
<b>Total expenditure</b>		<b>214,750</b>	<b>359,928</b>	<b>574,678</b>	<b>173,006</b>	<b>306,718</b>	<b>479,724</b>
<b>Net income (expenditure)</b>		<b>(2,641)</b>	<b>116,663</b>	<b>114,022</b>	<b>(33,345)</b>	<b>147,581</b>	<b>114,236</b>
Transfers between funds		-	-	-	-	-	-
Other recognised gains/(losses)		-	-	-	-	-	-
<b>Net movement in funds</b>		<b>(2,641)</b>	<b>116,663</b>	<b>114,022</b>	<b>(33,345)</b>	<b>147,581</b>	<b>114,236</b>
<b>Reconciliation of funds:</b>							
<b>Total funds brought forward</b>		<b>3,641</b>	<b>251,451</b>	<b>255,092</b>	<b>36,986</b>	<b>103,870</b>	<b>140,856</b>
<b>Total funds carried forward</b>		<b>1,000</b>	<b>368,114</b>	<b>369,114</b>	<b>3,641</b>	<b>251,451</b>	<b>255,092</b>

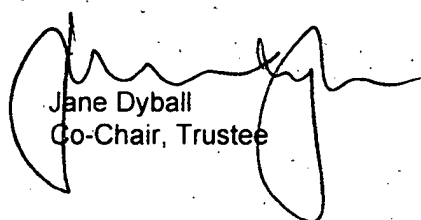
The notes on pages 22 to 28 form part of these financial statements.

**Balance Sheet at 31st March 2022**

	Note	2022 £	2021 £
<b>Fixed Assets</b>			
Tangible fixed assets	8	2,387	5,031
<b>Current assets</b>			
Debtors	10	9,413	27,094
Cash at bank		424,228	280,603
		<b>433,641</b>	<b>307,697</b>
<b>Creditors: amounts falling due within one year</b>	11	<b>66,914</b>	<b>57,636</b>
<b>Net current assets</b>		<b>366,727</b>	<b>250,061</b>
<b>Net assets</b>	12	<b>369,114</b>	<b>255,092</b>
<b>Funds</b>	13		
Restricted		1,000	3,641
Unrestricted:			
General Funds		318,114	251,451
Designated Funds		50,000	-
<b>Total funds</b>		<b>369,114</b>	<b>255,092</b>

For the year ended 31 March 2022 the company was entitled to exemption under section 477 of the Companies Act 2006; and no notice has been deposited under section 476. No members have required the company to obtain an audit of its accounts for the year in question. The trustees acknowledge responsibility for: i) Ensuring the company keeps accounting records which comply with section 386; and ii) Preparing financial statements which give a true and fair view of the state of affairs of the company as at the year-end in accordance with requirements of section 394 and 395, and which otherwise comply with requirements of the Companies Act 2006 relating to financial statements, so far applicable to the company. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Trustees on 15/11/2022 and signed on their behalf by:

  
Jane Dyball  
Co-Chair, Trustee

**Balance Sheet as at 31st March 2022**

	Note	2022	2021
		£	£
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	14	145,415	166,519
<b>Cash flows from investing activities</b>			
Purchase of fixed assets		(1,790)	(3,580)
Bank Interest		-	-
<b>Net cash provided by investing activities</b>		<u>(1,790)</u>	<u>(3,580)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>143,625</u>	<u>162,939</u>
<b>Cash and cash equivalents at start of period</b>		<u>280,603</u>	<u>117,664</u>
<b>Cash and cash equivalents at end of period</b>		<u><b>424,228</b></u>	<u><b>280,603</b></u>

**Notes to the Financial Statements for the year ending 31st March 2022**

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

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

**b. Going concern**

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

**c. Basis for preparation**

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

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

**d. Recognition of outstanding employee benefits**

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

**e. Fixed assets**

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

**Notes to the Financial Statements for the year ending 31st March 2022  
(continued)**

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**f. Fund accounting**

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

**g. Financial instruments**

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

**h. Income**

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

**i. Expenditure**

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

**j. Defined contribution pension scheme**

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

**k. Leases**

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

**l. Depreciation**

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

Fixtures, fittings and equipment	33.33% straight line basis
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**2. Critical judgements and estimates**

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

**Notes to the Financial Statements for the year ending 31st March 2022  
(continued)**

**3. Donations and Legacies**

	Restricted	Unrestricted	2022 Total	2021 Total
	£	£	£	£
Arts Council	-	254,282	<b>254,282</b>	254,294
Paul Hamlyn Foundation	66,882	-	<b>66,882</b>	69,750
Manor 2056 Trust	-	20,000	<b>20,000</b>	5,000
National Lottery Funding	139,144	-	<b>139,144</b>	137,803
Esmee Fairbairn	-	40,000	<b>40,000</b>	40,000
DWP Access to Work	6,083	-	<b>6,083</b>	3,407
Other Grants and Donations	-	23,101	<b>23,101</b>	4,433
<b>Total</b>	<b>212,109</b>	<b>337,383</b>	<b>549,492</b>	<b>514,687</b>

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

**4. Income from Charitable Activities**

	Restricted	Unrestricted	2022 Total	2021 Total
	£	£	£	£
Access Consultancy	-	51,268	<b>51,268</b>	32,318
Disability Equality Training	-	52,497	<b>52,497</b>	24,237
Other sales and earned income	-	35,443	<b>35,443</b>	22,718
<b>Total</b>	<b>-</b>	<b>139,208</b>	<b>139,208</b>	<b>79,273</b>

**Notes to the Financial Statements for the year ending 31st March 2022  
(continued)**

**5. Total Expenditure**

<b>Expenditure</b>	<b>Raising funds</b>	<b>Charitable activities</b>	<b>Support Costs</b>	<b>2022 Total</b>	<b>2021 Total</b>
		£	£	£	£
Staff costs (note 7)	36,529	292,234	73,058	<b>401,821</b>	375,207
Recruitment, Training and Other staff costs	-	-	2,501	<b>2,501</b>	3,544
Rent, Insurance and Services	-	-	56,788	<b>56,788</b>	31,387
Artists, Trainers, Interpreters	-	26,727	-	<b>26,727</b>	31,154
Office Overheads	-	-	25,025	<b>25,025</b>	11,281
Project materials, Delivery and Marketing costs	-	17,972	-	<b>17,972</b>	3,619
Volunteer costs	-	5,647	-	<b>5,647</b>	132
Board and Governance	-	-	836	<b>836</b>	113
Bank Charges	-	-	340	<b>340</b>	245
Transport and Travel	-	7,570	-	<b>7,570</b>	-
Independent Examination fee	-	-	1,600	<b>1,600</b>	1,500
Other Professional fees	-	-	23,417	<b>23,417</b>	17,704
Depreciation	-	-	4,434	<b>4,434</b>	3,838
	<b>36,529</b>	<b>350,150</b>	<b>187,999</b>	<b>574,678</b>	<b>479,724</b>
Add: allocation of support costs	20,889	167,110	(187,999)	-	-
<b>Total expenditure</b>	<b>57,418</b>	<b>517,260</b>	<b>-</b>	<b>574,678</b>	<b>479,724</b>

**6. Net income/(expenditure) for the year**

This is stated after charging / crediting:

	<b>2022</b>	<b>2021</b>
	£	£
Depreciation	<b>4,434</b>	3,838
Independent Examination fees	<b>1,600</b>	<b>1,500</b>

No expenses were reimbursed to Trustees during the year. (2021 - £0)



**Notes to the Financial Statements for the year ending 31st March 2022  
(continued)**

**7. Staff Costs**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Salaries and wages	336,191	314,583
Social security costs	26,632	23,345
Pension contributions	38,999	37,280
	<b>401,821</b>	<b>375,207</b>

The average weekly number of staff (expressed as full-time equivalents) during the year was 11 (2021: 10.5)

	<b>2022</b>	<b>2021</b>
	<b>No.</b>	<b>No.</b>
Raising funds	1.0	1.0
Charitable activities	8.0	6.0
Support costs	2.0	2.5
	<b>11.0</b>	<b>10.5</b>

**8. Tangible fixed assets**

	<b>Fixtures, fittings and equipment</b>	<b>Total</b>
<b>Cost</b>		
As at 1 April 2021	11,512	11,512
Additions	1,790	1,790
As at 31 March 2022	13,302	13,302
<b>Depreciation</b>		
As at 1 April 2021	6,481	6,481
Charge for the year	4,434	4,434
As at 31 March 2022	10,915	10,915
<b>Net Book Value</b>		
As at 31 March 2021	5,031	5,031
As at 31 March 2022	2,387	2,387