Charity number: 1090995
Company number: 4149246

GROUP FOR EDUCATION IN MUSEUMS

(A company limited by guarantee)

Trustees' Report and Financial Statements

for the year ended 31 December 2021

Contents

	Page
Reference and administrative information	**1**
Chair's statement	**2**
Trustees' report	**4**
Independent examination's report	**14**
Statement of financial activities	**15**
Balance sheet	**16**
Notes to the financial statements	**17-21**

Reference and administrative information

Charity number	1090995	
Company registration number	4149246	
Registered office	Admiral's Office (B7) The Historic Dockyard Chatham Kent ME4 4TZ	
Trustees for this reporting period	Caroline Marcus	Chair
	Kathryn Moore	Deputy Chair
	Richard Bruce	Treasurer
	Laura Hill	
	Jennifer Blay	
	Sarah Cowie	
	Essex Havard	
	Mark Macey	
	Ben Pearce	
Company Secretary	Claire Gisby	
Reporting Accountant	Bradbury Stell Chartered Certified Accountant Unit 2 Beverley Court 26 Elmtree Road Teddington Middlesex TW11 8ST	
Bankers	CAF Bank 25 Kings Hill Avenue Kings Hill ME19 4JQ	

Chair's Statement

GEM has made great developments during 2021 – supporting recovery of the sector post pandemic and enabling the museum learning community to connect and learn together. Listening to feedback from members, and with the support of the Linbury Trust, we have further developed our online learning programmes, mentoring offer, partnerships and advocacy for museum learning. In 2021 we built on the achievements of 2020 to improve our digital capacity and expand our range of sector support. We expanded our online training offer, introduced a new virtual learning platform, and developed new courses to meet the needs of the museum & heritage learning community. We successfully delivered three rounds of the One-to-One mentoring programme, with 37 mentors supporting 115 mentees and provided special membership initiatives for students and freelance members.

To improve fairness in our membership, we introduced four new tiers of membership which included a new lower rate for small museums and heritage sites, ensuring that GEM membership is accessible to everyone, irrespective of the size of their organization and turnover.

We continued to work collaboratively across the four Nations and internationally, expanding GEM's contacts and presence as both a UK and global network. In Wales we consulted with, and provided an initial training programme focused on the introduction of the new Curriculum for Wales, working with GEM Cymru and the Welsh Government. In September, we successfully held our first ever online conference which was attended by over 330 delegates – twice the number of usual attendees to GEM Conference. We were delighted that Maggie Appleton, Director of the RAF Museum and former president of the Museums Association could join us to encourage everyone to consider the future of museum learning in a post pandemic world.

2021 provided an opportunity for GEM to further develop its partnership work. Significant collaborations with organisations including the Museums Association, Engage, Clore Duffield Foundation, NEMO and Kids in Museums enabled GEM to reach a wider audience, demonstrating a joined up strategic approach. GEM has continued to focus on and improve its governance practice, and I would like to recognise the contributions of recently co-opted Trustees Jenny Blay, Laura Hill and Mark Macey – thank you for the skills and expertise that you have brought to the GEM Board.

GEM is a unique community in which we connect and learn together - it is this sense of community that has galvanised the learning sector to support each other and to remain resilient throughout this period of recovery. Participation from members has helped GEM develop as a valuable sector support organisation, enabling us to share practice and support each other for the public benefit. This is not possible without the collaboration of many, whom I wish to thank.

Thank you to our members across the four Nations and beyond for your support and commitment to sharing resources, best practice and ideas with enthusiasm and generosity during challenging times. We are particularly grateful to the GEM Area and Nation representatives and our other volunteers who give up so much of their time and expertise to support GEM. Thank you to the organisations who work collaboratively with GEM for the benefit of the museum and heritage learning sector. Increased collaboration has been one of the positive outcomes arising from the pandemic, which we will continue to build on in the future.

My thanks to the GEM Team who have worked tirelessly (Rachel Tranter, Sara Wallington, Claire Gisby, Jessica England & Devon Turner) and my fellow trustees who have worked so hard in 2021 to ensure GEM's focus on supporting the sector and sharing excellent practice for the public benefit.

Caroline Marcus, Chair

Trustees' Report for the year ended 31 December 2021

Image: National Museum Wales

GEM's Vision & Charitable Objects

GEM's **vision** is of a connected and equipped community of people enabling learning across museum, heritage and cultural settings, creating inspiring experiences, relevant for everyone; that promote equality - transform and enrich lives.

GEM's **values** are Belonging, Collaborating, Empowering, Connecting, Expertise and Generosity

GEM's **tagline** is "GEM – we connect and learn together"

GEM delivers its vision through five strategic aims:

- Driving and diversifying membership
- Working towards self-sufficiency with core, profitable business planning
- Realising the Digital Dividend
- Building strategic partnerships for a sustainable future
- Empowering our community

Through these aims GEM fulfils its charitable objects to promote and advance education, especially museum and heritage education, for the public benefit. GEM carries out this object in particular by the provision of training and through sharing of resources in museum and heritage education and also through promoting research into all aspects of museum and heritage education, disseminating the results of research for the benefit of the public.

GEM's Achievements and Impact in 2021

'GEM has really changed for the better in recent years. It is refreshing to see GEM embrace new perspectives and to respond to changes within the sector and supporting professionals to do the same.' Membership Survey Respondent Feb 2022

GEM is a professional network organisation, focused on supporting everyone delivering learning in museums, heritage and cultural settings. GEM provides training and professional development opportunities, 1-1 support, an annual conference and regular events, dedicated representatives across all four Nations of the UK, publications and digital resources, support for sector recruitment, as well as conversations and advocacy about practice and the development of learning.

GEM's mission is to support and empower its community of colleagues to connect and develop their knowledge and skills to deliver learning. At the end of 2021 there were 759 GEM members, 277 of which were Institutional members and 482 Individual members, throughout the UK and beyond. GEM has maintained a large increase in membership over the last few years, demonstrating the continued need and support for GEM from the museum learning sector. 70% of members responding to the 2021 survey stated that GEM membership provided good value for money and over 2200 colleagues engaged with the GEM Jiscmail online discussion group, contributing to GEM's vibrant community of learning practitioners. The Membership Task & Finish Group supported a membership strategy, looking at ways of engaging with lapsed members as well as using member feedback to plan for the future.

In 2021, the Linbury Trust and Nimrod Capital made generous contributions towards GEM's core work, enabling us to build upon our support for the sector during the different periods of lockdown to create a renewed offer. This renewed offer focused on the needs of the museum learning community, included increased training - all held online, the One to One mentoring programme, substantial partnership work and support for initiatives across the four Nations.

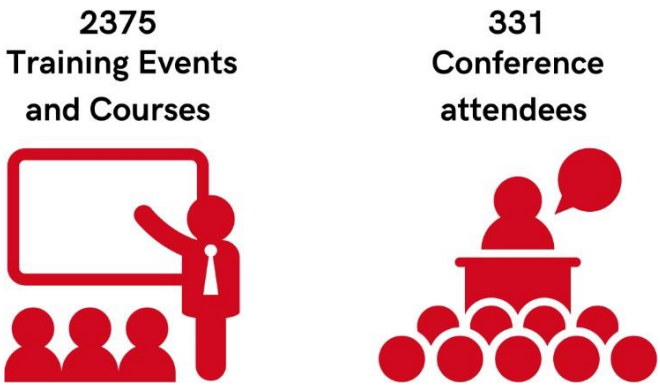
'GEM has been a great resource and has been particularly supportive through COVID'
Membership Survey respondent Feb 2022.

In November 2021, following consultation and agreement at the GEM 2020 AGM, GEM introduced a new structure for Institutional membership to increase fairness and access, in particular for smaller museums. The new structure includes four new membership levels based on turnover. Existing members were invited to select their level at which to renew and online payments were enabled for each of the payment options. For smaller organisations a lower rate was introduced to help remove financial barriers to joining GEM and GEM continued to support freelancers and students through special offers.

Realising the Digital Dividend

Building on the achievements of 2020, in which GEM successfully pivoted to digital, GEM made significant steps forward with online learning delivery in 2021 and the development of mentoring, as part of a programme supported by the Linbury Trust which aimed to help sector recovery.

In total **2375** participants took part in online training and 331 delegates attended GEM's first online conference in 2021, which is a significant increase in GEM's reach and impact from pre Covid participation. Attendance at online training events was overall lower than in 2020 due to a difference in attendance at the GEM Museums Association Conference events compared with the previous year. We also found that the re-opening of museums had impacted on attendances compared with 2020 as museum learning practitioners returned to working onsite.



Online learning

GEM delivered 6 online courses in 2021 involving 171 participants. These courses included *Resilience, Leadership and Me, Developing SEND-Inclusive Learning with Confidence, Creating Sustainable Community Partnerships, Black History and Anti-Racism* and the *Foundation Course*. The Linbury Trust enabled GEM to develop new online courses which encouraged the GEM community to be inclusive and embrace new perspectives. Feedback on all of GEM's online courses has been consistently positive (over 90% good or very good) and participants valued the opportunity to hear from the course directors' / guest speakers and also discuss issues with fellow participants, commenting on the interactive nature of GEM's online training.

'Hearing from other people in terms of the challenges they face with this topic was particularly useful' - Black History Course participant.

The online course evaluations also demonstrated that training had impacted on practice. For example, one of the SEND course participants stated *'as a result of this training, I devised a successful half term trail for our Museum. It was sensory and inclusive and not something I'd have thought of had it not been for attending this course.'*

Image: Anti-Racism Practice and Black History Course, Jean Campbell and Nancy Lyons 2021

Having paused our annual conference in 2020, we developed a new approach to the GEM Conference in 2021 which was delivered online for the first time. 331 bookings were made for GEM's first digital conference including 200 individuals and 131 all staff bookings. Keynote speakers included Maggie Appleton, Professor Charlotte Williams OBE, Alberto Lôpez Torres, Jonathan Mayes, Andrea Carter and Cherelle Cunningham ensuring that diverse perspectives including International perspectives were included. We recorded a number of our conference sessions which have been made available via the GEM website.

Feedback was overwhelming positive and demonstrated the importance of delivering digitally to increase access. As one participant reflected "*Although lovely to meet in person the opportunity to buy a conference ticket for all our team - and the wider museum & volunteers was a massive plus. Increased access and opportunity to attend to many more people".*

Alongside the online training courses GEM delivered a number of webinars on a wide range of topics including evaluation, online safeguarding, activity planning, career support and decolonising the curriculum. We also worked with Henry McGhie (Curating Tomorrow), an environmental specialist for the museums sector to provide two sessions focusing on the sustainable development goals – *Transforming Our Practice, Transforming Our World*. 57.9% of members surveyed in 2021 stated that they had taken part in GEM training, 47% in conference and 43.9% in GEM's inclusion focused training, demonstrating how engaged members are in GEM programmes.

Working with the Culture 24 Let's Get Real programme, GEM piloted virtual networking aimed at different levels of career progression to enable colleagues to connect and learn together alongside the more formal training programmes.

As needs around online training changed over the course of the pandemic and participant availability became more pressured as a result of re-opening, we began to explore options for an online learning platform which would give participants the flexibility they need for a blended learning experience.

By the end of the year GEM had identified that the platform *Teachable* met our requirements and we were able to purchase a year's subscription with a view to implementation in 2022. *Teachable* enables us to communicate with participants, upload content and resources, schedule sessions adding zoom links and also manage bookings. We now have a mechanism for easily uploading pre-recorded content which participants can view in their own time alongside the live Zoom sessions which enable discussion and peer to peer exchange. Supported by the GEM Digital Task & Finish Group, GEM's digital presence continued to grow in 2021, attracting over 10,900 followers on Twitter with 85.5K impressions per month (number of times a tweet has been seen including via re-tweeting) and a growing community on LinkedIn and Instagram.

Working across the four Nations and beyond

831 participants made bookings for GEM Area and Nation events which took place across all of the GEM Nation groups and regions of England. Events encouraged area based networking through coffee & chat meetings and also focused on important topics such as Preparing for Pride, LGBTQIA+ Learning and Engagement (organised by GEM London), Visible Thinking, Early Years, Wellbeing and Covid-19 recovery. A new International group, GEM Italy, formed in January 2021. Founders contributed an article for GEM Case Studies volume 27, Creating Community Partnerships, and a first event was held in Italian in November 2021, focusing on the topic of freelancing. The GEM International Task & Finish Group was established to increase GEM's international presence, leading to a panel event at conference and a new partnership with NEMO to extend the mentoring programme to Europe.

One to One Mentoring Programme

With the support of the Linbury Trust and Nimrod Capital, in 2021 GEM supported 115 mentees through three rounds of the One to One Mentoring programme (March, June and September) and the Foundation Course. The mentees (which represent 38.6% of members responding to the 2021 survey) were supported by 37 GEM mentors.

The motivations for being involved in the programme included developing skills, helping mentees in their current role and helping mentees move into a new role. Crucially the programme has helped mentees develop their confidence through what has been very challenging times. As a result of the impact of this programme during Covid, GEM was shortlisted for the Practising Well Culture Health & Wellbeing Alliance award in recognition of the contribution of the mentoring programme to museum learning practitioner wellbeing.

'Mentoring allowed me to develop new ways of thinking about issues in my role and workplace practice alongside my mentor, who was wonderful and supportive in every way.'

'It has helped me with a new mind set about how I approach my role and the challenges it brings up.'

'Really helpful; supportive, considered, practical and useful. Informative, inspiring and confidence building.'

Mentee feedback 2021

In addition to the mentoring partnerships, in 2021 we developed some resources for prospective mentees and training for mentors. Working with *Editors for Impact* we created an Introduction to the GEM One to One Mentoring programme https://youtu.be/y926WvrRFtU and a suite of training videos for GEM mentors relating to Active Listening, managing the mentoring relationship and the GROW model.

Words used by mentors and mentees to describe the One to One programme 2021

Core Competencies

As part of our mission to support and empower our community of colleagues to connect and develop their knowledge and skills to deliver learning, we updated GEM's Competency Framework. This included introducing a new digital skills competency to the existing framework https://gem.org.uk/gems-competency-framework/ and the creation of a new interactive self-assessment spreadsheet provided in a range of formats.

Feedback from the training was positive, demonstrating the need for more training at different career levels on the competencies *"This will really help me to advocate for my educator specialism and for learning at the heart of what our organisation does. I think it will also help to very quickly identify which skills I can develop in my current job, and which skills I will need to move into another role for the chance to develop. It's really great when the levels are used to target and market training - I share these with colleagues who are working towards different levels."*

Partnerships & Advocacy

GEM focused on developing partnerships in 2021, working with the Museums Association to develop their Learning & Engagement Manifesto. In November, we delivered two *In Practice* sessions at the Museums Association hybrid conference in Liverpool working with Engage – creating sustainable community partnerships and blended learning. These sessions attracted 644 participants in person and online and were made available online after conference, helping to raise GEM's profile and ensuring a wider reach. A number of GEM members were able to secure support from the Museums Association benevolent fund in 2021 and 3 out of 6 of the recently published case studies regarding the fund relate to GEM https://www.museumsassociation.org/funding/benevolent-fund/case-studies/.

We have been working closely with the Art Fund and the Clore Duffield Foundation on initiatives including the Teacher Art Pass and training related to Covid / digital developments.

GEM's new partnership with NEMO (Network of European Museums Organisations) as a result of international development work, led to a new mentoring programme for NEMO members in 2022. With a focus on research, we worked with the University of Newcastle on an AHRC supported project looking at Human Centred Design and recruited a new Journal editor from UCL. We continued to work with the Culture Health and Wellbeing Alliance to develop a UK wide programme relating to health & wellbeing museum learning practice, Fair Museums Jobs to support careers/encourage companionate leadership. We involved Kids in Museums who contributed an editorial for our Case Study publication focused on Young People and worked with Arts Award to promote use of the award in museum & heritage contexts.

GEM continued to work closely with Museums Galleries Scotland delivering training with sessions focused on online learning, loan boxes, GDPR and demonstrating impact.

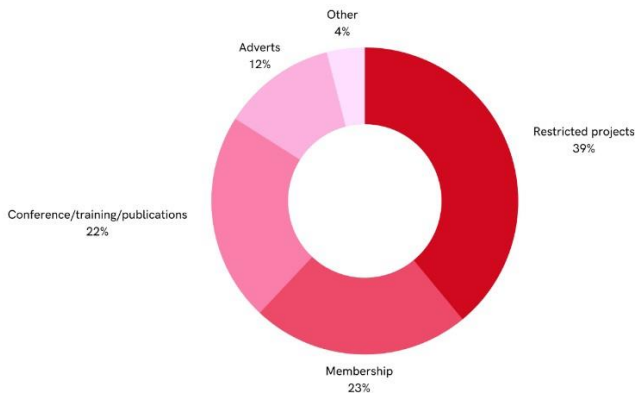
GEM Cymru undertook a project funded by the Welsh Government to undertake consultation & training focused on the introduction of the new Curriculum for Wales. The research which involved both schools and museums demonstrated the opportunity that this change in Wales enables for museums to work more closely with schools, particularly around the delivery of cynefin – a Welsh concept that can be translated as "sense of place".

Financial review

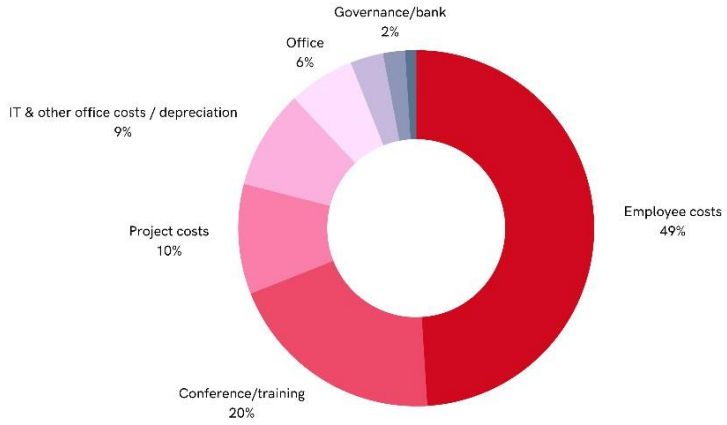
With the support of the Linbury Trust, Nimrod Capital and good levels of earned income, GEM's finances remained stable in 2021, increasing overall turnover due to project funding. Improved income for job advertising and training provides an indicator of sector recovery as well as GEM's longer term resilience in line with the ambitions of the business plan.

GEM retained reserves levels ensuring that the reserve policy and investment in GEM's future development can be resourced in 2022.

Income



Expenditure



Looking forward to 2022

In 2022, we will deliver on the ambitions set out in our Linbury Trust supporting recovery programme which will help museums to extend their reach and deepen their engagement with a wide range of audiences including schools and young people.

Credit: Clifton Suspension Bridge Trust

GEM's focus for 2022 includes the following key areas:

- Creation of blended training delivery
- Continuation of the One to One Mentoring Programme
- Core competencies training (using the new framework)
- Development of a hybrid conference at the Museum of Making, Derby
- Initiatives to support staff wellbeing/resilience and workforce diversity
- Support for freelancers / practitioners who are under-represented in the workforce
- Development of programmes and resources around health and wellbeing
- Supporting museums to develop digital capacity/blended learning and relevance for a wide range of audiences
- Partnership work & advocacy for museum learning including fair pay
- Promotion of environmental responsibility and understanding of climate action

GEM
We connect & learn together

THE LINBURY TRUST

Ariennir gan Lywodraeth Cymru
Funded by Welsh Government

NIMROD CAPITAL

Going concern

As part of the annual budget setting process and routine financial review, the management and Trustees have reviewed the financial trends and assumptions used in forecasting financial performance of the organisation over a period exceeding 12 months from the date of signing these financial statements and consider that GEM remains a going concern.

Reserves policy & availability and adequacy of assets of each fund

The Trustees consider that the level of reserves presently held by the general fund are necessary to cover any deficits in fundraising that may arise in the present and future years. The Trustees are also mindful of the need to retain general unrestricted funds whenever possible, not least because any unfunded project overspends must be met from these funds. The Trustees are also satisfied that the charity's assets are available and adequate to fulfil its obligations.

Investment powers, policy and performance

The Trustees have devised an investment strategy for GEM the main elements of which are: (a) the approach should be cautious rather than adventurous, and ethical where possible; (b) awareness of the rules around the Financial Services Compensation Scheme; (c) there should be some limited diversification, i.e. moving some surplus cash into a diversified fund to include equities, bonds, property etc and (d) some money could be tied up for up to three years to attract higher rates of interest. The investment strategy and GEM's investments are kept under review by the Board.

Intangible income

GEM is grateful for the contributions of all its volunteers including Trustees, Area Representatives, members and everyone undertaking voluntary roles for GEM.

Small company provisions

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

Public benefit

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regards to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. That guidance addresses the need for all charities' aims to be, demonstrably, for the public benefit.

The report of the Trustees was approved by the Board on the 16 June 2022 and signed on its behalf by

Caroline Marcus, Chair

Independent examination's report to the Members of the company on the unaudited financial statements of Group for Education in Museums

I report on the accounts of the company for the year ended 31 December 2021 which comprise the Statement of Financial Activities (incorporating, the Income and Expenditure account), the Balance Sheet and the related notes.

Respective responsibilities of trustees and reporting accountant

The trustees (who are also 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 this year under Section 145 of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.
Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination it is my responsibility to:

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

Basis of report

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

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 386 of the Companies Act 2006 and Section 130 of the Charities Act 2011; and
- to prepare accounts which accord to the accounting records, comply with the accounting requirements of Section 396 of the Companies Act 2006 and the Charities Act 2011 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.

Robert Stell, FCCA
Chartered Certified Accountant
Unit 2 Beverley Court
26 Elmtree Road
TW11 8ST

Statement of Financial Activities (incorporating the income and expenditure account) for the year ended 31 December 2021

	Notes	Unrestricted funds £	Restricted funds £	Year ended 31/12/2021 Total £	Unrestricted funds £	Restricted funds £	Year ended 31/12/2020 Total £
Income							
Donations		-		-	-		-
Charitable activities	2	55,233	92,976	148,209	57,176	27,400	84,576
Other trading activities	3	80,297		80,297	44,425		44,425
Investment income - bank interest		11		11	69		69
Gift aid received		4,803		4,803			-
Other income		5,177	0	5,177	17,659	44,850	62,509
Total income		145,521	92,976	238,497	119,330	72,250	191,580
Expenditure							
Raising funds		-	-	-	-	-	-
Charitable activities	4	145,125	86,172	231,297	84,238	86,747	170,985
Total resources expended		145,125	86,172	231,297	84,238	86,747	170,985
Net incoming resources before transfers		396	6,804	7,200	35,092	(14,497)	20,595
(Loss)/Gain on investments		6,545		6,545	(1,935)		(1,935)
Net movement in funds		6,941	6,804	13,745	33,157	(14,497)	18,660
				0			
Total funds brought forward		132,242	(7,949)	124,293	99,085	6,548	105,633
Total funds carried forward		139,183	(1,145)	138,038	132,242	(7,949)	124,293

The notes 1 to 11 form an integral part of these financial statements.

Balance Sheet as at 31 December 2021

	Notes		2021 £		2020 £
Fixed assets					
Tangible assets	8		390		778
Investment - CAF Equity Growth Fund			50,146		43,601
Total fixed assets			50,536		44,379
Current assets					
Debtors	9	20,003		16,447	
Cash at bank and in hand		90,624		103,612	
		110,627		120,059	
Creditors: amounts falling due within one year	10	(23,125)		(40,145)	
Net current assets			88,502		79,913
Total assets less current liabilities			138,038		124,293
Funds					
Unrestricted Funds			51,071		62,242
Designated funds			88,112		70,000
Restricted income funds	11		(1,145)		(7,949)
Total funds			138,038		124,293

The company was entitled to exemption from audit under section 193 and 353(1) of the Charity Act 2011.

The members have not required the company to obtain an audit in accordance with section 193 and 353(1) of the Charity Act 2011.

The trustees acknowledge their responsibilities for complying with the requirements of the Charity Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to small companies' subject to the small companies' regime and in accordance with FRS102 SORP.

The financial statements were approved and authorised for issue by the Board on 30th of April 2022 and signed on its behalf by;

Caroline Marcus
Chair

Notes to Financial Statements for the year ended 31 December 2021

1. Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and the preceding period.

1.1. Accounting convention

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared 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 (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

1.2. Fund accounting

The charity maintains a general unrestricted fund that is expendable at the discretion of the Trustees in furtherance of the objects of the charity. This fund may be held in order to finance both capital investment and working capital.

The policy in respect of the unrestricted designated fund is that the surplus from the annual conference, training days and other seminars will be available to fund such events in the future and will not be used for any other purpose.

Restricted funds have been provided to the charity for particular purposes, and it is the policy of the Board of Trustees to carefully monitor the application of those funds in accordance with the restrictions placed upon them.

There is no formal policy for transfers between funds.

1.3. Incoming resources

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Grants, including grants for the purchase of fixed assets, are recognised in full in the statement of financial activities in the year in which they are receivable. Grants where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant. Grants received and specified by the donor as relating to specific accounting periods are deferred on an accrual's basis to the period to which they relate. Such deferrals are shown as creditors in the accounts.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included. Gifts donated for resale are included as incoming resources within activities for generating funds when they are sold.

Consultancy service income is recognised when the services are performed in accordance with the terms of the contract. GEM only undertakes consultancy contracts which are relevant to its charitable objects and will not adversely affect the delivery of its core activities.

Income from investments is included in the year in which it is receivable.

Royalty income is ascertained and recognised when royalty statements are received.

Income from conference, training days and study weekends is included in the period in which the conference, training day or study weekend takes place.

Membership subscriptions are recognised as received and released over the period to which they relate. The unexpired portion of members' subscriptions received at the balance sheet date is carried forward as deferred income.

1.4. Resources expended

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates. Expenditure incurred at the balance sheet date that relates to events taking place after the balance sheet date is carried forward as deferred expenditure.

Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management.

Governance costs are those costs incurred in connection with the administration of the charity and compliance with constitutional and statutory requirements. In respect of certain items of expenditure, it is a matter of judgement as to whether such items are direct charitable expenditure or are administrative, and the Trustees have applied what they consider reasonable judgements in apportioning such costs.

1.5. Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Fixtures, fittings and equipment - 25% straight line

Expenditure of a capital nature of less than £200 is not capitalised.

1.6. Listed asset investments

Listed investments are measured at fair value with changes in fair value being recognised in profit and loss.

2. Income - charitable activities

	Unrestricted funds	Restricted funds	Year ended 31/12/2021 Total	Unrestricted funds	Restricted funds	Year ended 31/12/2020 Total
Professional develop nent						
Annual conference	8,851		8,851	973		973
Training Events	40,586	-	40,586	29,799	-	29,799
Art Fund		500	500		4,500	4,500
NHLF		6,850	6,850		27,400	27,400
CRF 1		38,550	38,550		2,950	2,950
CRF 2		20,700	20,700			
Linbury		25,000	25,000			
Area Conveners		1,376	1,376			
Heritage Emergency Fund					37,400	37,400
NHLF - Stronger GEM Project					27,400	
	49,437	92,976	142,413	30,772	72,250	103,022
Interest	11		11	69		69
Publications	2,405		2,405	1,239		1,239
Advertising	28,455		28,455	12,415		12,415
Other	9,980		9,980	17,659		17,659
Member Subscriptions	55,233		55,233	57,176		57,176
	145,521	92,976	142,413	119,330	72,250	191,580

3. Income- other trading activities

	Unrestricted funds £	Year ended 31/12/21 Total £	Year ended 31/12/19 Total £
Adverts, publications, conference and training	80,297	80,297	44,425

4. Expenditure- costs of charitable activities

	Unrestricted funds	Restricted funds	Year ended 31/12/2021 Total	Unrestricted funds	Restricted funds	Year ended 31/12/2020 Total
Grants payable	933		933	674		674
Conference and course costs	24,020	40,464	64,484	10,659	3,500	14,159
Publication costs	6,005		6,005	7,216		7,216
Salaries, NI and pension costs	70,760	40,832	111,592	46,633	20,228	66,861
Office rent	13,001	2,508	15,509	6,166	3,344	9,510
Governance costs (Note 5)	3,972		3,972	2,767		2,767
Bank and credit card charges	1,258		1,258	1,081		1,081
IT, office and sundry costs	18,288	2,367	20,655	8,654	195	8,849
Depreciation	389		389	389		389
NHLF Project expenses (excl.salaries)	6,500	-	6,500		59,480	59,480
	145,125	**86,171**	**231,296**	**84,238**	**86,747**	**170,985**

5. Governance costs

	Unrestricted funds £	Year ended 31/12/21 Total £	Year ended 31/12/20 Total £
Accountancy fees	1,824	1,824	1,488
Trustees' expenses and meeting costs	2,148	2,148	1,279
Annual return fees	-	-	-
	3,972	3,972	4,768

6. Employees

Employment costs	Year ended 31/12/21 £	Year ended 31/12/20 £
Wages and salaries	62,866	79,677
Social security costs	4,650	2,582
Auto-enrolment pension costs	3,243	2,338
	70,760	84,597

Number of Employees

The average monthly numbers of employees (including the Trustees) during the year, calculated on the basis of full-time equivalents, was as follows:

	Year ended 31/12/21	Year ended 31/12/20
Trustees	9	8
Administrator (0.8 FTE), Communications Mgr (0.8), Director (0.8), Finance Manager (0.4)	2.8	2.4
	11.8	10.4

This is to confirm that no employee earned over £60,000.

7. Transactions with Trustees

The following costs were reimbursed to the trustees.

	Year ended 31/12/21 £	Year ended 31/12/20 £
Travel, hotel and subsistence	-	538

The Trustees were not paid any remuneration for the year ended 31 December 2021 or for the period ended 31 December 2020.

8. Tangible fixed assets

	Fixtures, fittings and equipment
Cost	
At 1 January 2021	6,551
Additions	-
At 31 December 2021	6,551
Depreciation	
At 1 January 2021	5,774
Charge for the year	388
At 31 December 2021	6,163
Net book values	
At 31 December 2021	389
At 31 December 2020	777

9. Debtors

	2021 £	2020 £
Trade debtors	19,856	16,447
Prepayments, stock and other debtors	148	3,494
	20,003	5,443

10. Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	3,238	3,516
Creditors and accruals	13,827	36,230
Social security and other taxes	6,060	399
	23,125	40,145

11. Restricted funds

	At 01.01. 2021	Incoming resources	Outgoing resources	Transfer	At 31.12. 2021
	£	£	£		£
Emergency funding & Project funding	(7949)	92,976	(86,172)		(1,145)
Total	(7949)	92,976	(86,172)		(1,145)

The income relating to the deficit outstanding shown above was received in January 2022.