

# NATIONAL CENTRE FOR WRITING

England & Wales · Charity number 1110725

## Details

|                |                                                         |
|----------------|---------------------------------------------------------|
| Other names    | THE NEW WRITING PARTNERSHIP, WRITERS' CENTRE NORWICH    |
| Status         | Registered                                              |
| Legal form     | Charitable company                                      |
| Company number | <a href="#">05242876</a>                                |
| Registered     | 2005-08-04                                              |
| Register       | <a href="#">View on the Charity Commission register</a> |

## Contact

|         |                                                                                                |
|---------|------------------------------------------------------------------------------------------------|
| Address | Dragon Hall<br>115-123 King Street<br>Norwich<br>NR1 1QE                                       |
| Phone   | 01603877177                                                                                    |
| Email   | <a href="mailto:info@nationalcentreforwriting.org.uk">info@nationalcentreforwriting.org.uk</a> |
| Website | <a href="http://www.nationalcentreforwriting.org.uk">www.nationalcentreforwriting.org.uk</a>   |

## Activities

**Objects:** 3. THE COMPANY'S OBJECTS ARE: -TO ADVANCE THE EDUCATION OF THE PUBLIC BY THE PROMOTION, ENCOURAGEMENT AND DEVELOPMENT OF CREATIVE WRITING AND THE APPRECIATION OF THE WRITTEN WORD IN ALL ITS FORMS.

**Activities:** The main objectives of the National Centre for Writing are to advance the education of the public by the promotion, encouragement and development of creative writing and the appreciation of the written word in all its forms.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** The General Public/mankind

## Geography

- **Area of benefit:** NOT DEFINED, IN PRACTICE NATIONAL
- Throughout England And Wales

## Finances

| Period end | Income     | Expenditure | Assets     | Employees |
|------------|------------|-------------|------------|-----------|
| 2025-03-31 | £1,450,346 | £1,526,711  | £1,898,646 | 42        |
| 2024-03-31 | £1,560,736 | £1,447,441  | £1,932,955 | 36        |
| 2023-03-31 | £1,211,437 | £1,601,434  | £1,819,660 | 35        |
| 2022-03-31 | £1,506,415 | £1,696,296  | £2,209,658 | 34        |
| 2021-03-31 | £1,225,227 | £1,293,791  | £2,399,539 | 35        |

## Trustees

| Name                           | Role  | Appointed  |
|--------------------------------|-------|------------|
| Alan Waters                    | Chair | 2018-09-13 |
| Anni Domingo                   |       | 2023-03-30 |
| Caroline Louise McCormick      |       | 2019-07-04 |
| Catherine Marion Little        |       | 2021-12-09 |
| HELEN WILSON ROSEMARY          |       | 2012-09-10 |
| Ioannis Kalkounos              |       | 2024-09-19 |
| JAMES SLINGER                  |       | 2012-03-20 |
| Jared McGinnis                 |       | 2021-12-09 |
| Jeremy McNulty                 |       | 2024-09-19 |
| Kim Clayden                    |       | 2024-09-19 |
| NINA NANNAR                    |       | 2019-07-04 |
| Professor Catherine Richardson |       | 2025-07-16 |

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# Accounts

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Registered in England  
Charity No. 1110725  
Company No. 05242876

**NATIONAL CENTRE FOR WRITING**

**COMPANY LIMITED BY GUARANTEE**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2025**

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**CONTENTS**

|                                                  | <b>Page</b> |
|--------------------------------------------------|-------------|
| Trustees' report                                 | 1 - 13      |
| Audit Report                                     | 14 - 16     |
| Consolidated Statement of financial activities   | 17          |
| Consolidated Balance Sheet                       | 18          |
| Charity Balance Sheet                            | 19          |
| Consolidated and Charity Statement of Cash Flows | 20          |
| Notes to the financial statements                | 21 - 42     |

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

The trustees present their report and financial statements for the year ended 31 March 2025.

**Reference and administrative information**

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Registered charity name</b> | National Centre for Writing                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Charity number</b>          | 1110725                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Company number</b>          | 05242876                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Date of registrations</b>   | 27 September 2004 (Company), 4 August 2005 (Charity)                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Registered address</b>      | Dragon Hall<br>115 - 123 King Street<br>Norwich<br>NR1 1QE                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Trustees</b>                | Mr A Waters (Chair)<br>Professor S Barrow (resigned 5 December 2024)<br>Ms I Dixon (resigned 19 September 2024)<br>Ms A Domingo<br>Ms C M Little<br>Ms C McCormick<br>Mr J McGinnis<br>Ms N Nannar<br>Mr J Slinger<br>Ms H Wilson<br>Ms K Clayden (appointed 19 September 2024)<br>Mr J McNulty (appointed 19 September 2024)<br>Mr I Kalkounos (appointed 19 September 2024)<br>Professor C Richardson (appointed 16 July 2025) |
| <b>Key Management</b>          | P Hughes - CEO<br>D Barrass<br>A Salmon<br>P Sanchez<br>H Ainley                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Company Secretary</b>       | Mr D Barrass                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Auditor</b>                 | Price Bailey LLP<br>Anglia House, 6 Central Avenue<br>St Andrews Business Park<br>Norwich<br>NR7 0HR                                                                                                                                                                                                                                                                                                                             |
| <b>Bankers</b>                 | National Westminster Bank plc<br>Gentleman's Walk<br>Norwich<br>NR2 1NA                                                                                                                                                                                                                                                                                                                                                          |
| <b>Solicitors</b>              | Mills and Reeve<br>1 St James Court<br>Whitefriars<br>NR3 1RU                                                                                                                                                                                                                                                                                                                                                                    |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

## **Objectives and activities**

National Centre for Writing's objects are to promote, encourage and develop creative writing as an artistic and cultural tool and to educate the public in the appreciation of the written word in all its forms. It was initiated as a partnership between Arts Council England East, The City of Norwich, The County of Norfolk and the University of East Anglia.

National Centre for Writing's vision is to be a centre for national and international literary exchange in a world class UNESCO City of Literature. It is our mission to establish the National Centre for Writing at Dragon Hall as a creatively distinctive, nationally networked and financially resilient centre of excellence that delivers benefits to writers, literary translators, the literature sector and our physical and digital communities from an outstanding Grade 1 Listed campus in the heart of Norwich, England's first UNESCO City of Literature.

## **Public Benefit**

The trustees confirm that they have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities National Centre for Writing should undertake.

The National Centre for Writing runs a varied programme of activities that covers artistic development for writers, educational work using creative writing to explore issues around freedom of expression, identity and aspiration, and local, regional, national and international work that explores the social and artistic power of creative writing and literature. Many of the programmes are free and we work hard to ensure that all our programmes are diverse, accessible and affordable (where payment is necessary).

We measure our success through five headline strategic aims:

**Aim 1. Writers and Translators:** to increase opportunities and promote resilience for early career writers and literary translators (with a focus on those from less well represented backgrounds) and support a diverse, vibrant, and risk-taking literary ecology.

**Aim 2. Learning:** to increase the range and depth of opportunities to participate in and benefit from high quality creative writing, reading and literary translation activities (with a focus on CYP in and out of school, the four wards around Dragon Hall, older people and members of the Refugee and Asylum-Seeking communities) to support self-development, wellbeing, and social engagement.

**Aim 3. Place:** to enrich the cultural, social, and economic ecology of Norwich, UNESCO City of Literature, and the New Anglia region, helping to create a better, more inclusive place to live, work and visit through events, programmes and partnerships based on our literary heritage and vibrant contemporary culture.

**Aim 4. Viability:** to create a viable and sustainable organisation through a healthy, diverse, and ambitious business model that uses our artistic, heritage and human assets to create diverse revenue streams.

**Aim 5. Operations:** to be an effective, inclusive, and accountable organisation that takes seriously inclusion, diversity, equality and antiracism across our work.

These aims are detailed in our business plan, and we report against headline targets for each aim over the course of our current business plan. Our targets cover:

- Increasing the number and diversity of writers/literary translators we support.
- Increasing the amount of work we commission.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

- Ensuring the quality of work we deliver is consistently high.
- Increasing and diversifying our audience(s) and the participants in our programmes.
- Reflecting the diversity of our country in our workforce, governance, programmes, and activities.
- Increasing the visibility of Norwich as a centre of excellence and a UNESCO City of Literature.
- Ensuring our funding base is diverse and resilient.
- Reducing as far as possible our environmental impact.

We continue to evolve and refine our approach to these measures and aims in the year ahead, in line with our commitments as an Arts Council England National Portfolio Organisation 2023-26 (now extended to 2027).

### **Achievements and performance**

2024-25 has been another very busy year for the organisation despite continuing pressures, including cost-of-living, the impacts of global conflict, impending local government reorganisation and devolution, and the new realities being exerted on our sector (and beyond) by AI. Our business model continues to evolve and flex in line with another year of operation across our artistic programming, our fundraising efforts, and our commercial offer, as well as a full year's cycle of our venue Dragon Hall being open to the public 3 days a week, offering enhanced visibility and heritage interpretation to a treasured 15<sup>th</sup> century venue as a destination for tourists and visitors.

#### Programme achievements:

- UNESCO is a cross-cutting theme which operates at local, national and international level. Locally: our shared UNESCO city strategy was devised across 2024/25 with key creative and community stakeholders. This will launch in September 2025 (and includes ambitions to tackle attainment gaps in reading and writing). Nationally – our programme of work with our counterparts in the other English Cities of Literature, Manchester, Nottingham and Exeter continues. 2024 completed our study visits to each city, and two key shared pieces of strategic work (around evaluation, and youth voice) will result. Internationally: we attended the annual Cities of Literature conference in Edinburgh in October 2024; this marked the 20<sup>th</sup> anniversary of the network as a whole and included visits to key literature sites, including Walter Scott's Abbotsford House, and the National Library of Scotland. NCW will continue to act as the focal point for Norwich across all UNESCO activities, with the new strategy driving more community and stakeholder engagement.
- NCW Academy – We continue to test and scrutinise the performance of this programme in what is an increasingly competitive marketplace; secured funding (ends 2027) has enabled us to support employment of a Digital Marketing Co-ordinator, as well as to commission new products, including a 30-day £30 'writing challenge' which has proven particularly popular.
- Literature House – our programme of events and conversations continues to attract strong audience engagement. Highlights across 2024-25 included inclusion in Norwich's new citywide book festival (October 2024) with four headline at Dragon Hall; flagship partnership event with Ali Smith (in partnership with UEA, Nov 2024) and with Norwich Cathedral to launch Sarah Perry's novel Enlightenment (April 2024); celebrating Ká-Sióng: Taiwanese Writing in Translation (Nov 2024); Diana Evans, and Wendy Cope (March 2025). Annual events included our Christmas Publishing Fair (Dec 2024), and celebration of the winners of the East Anglian Book Awards (Feb 2025). Monthly 'Dragon Hall Socials' continue to bring the local community of writers and book workers together for networking and collaboration.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

- Stepping into Dragon Hall, a programme of capital work and re-interpretation of Dragon Hall, completed in autumn 2024; continuation of delivery has been absorbed into our core programme going forward. This multi-funded programme (by National Lottery Heritage Fund, Arts Council England, Wolfson Foundation, and the Geoffrey Watling Charity, among other smaller trusts and foundations) has had far-reaching effects for us as an organisation, allowing us to: re-tell Dragon Hall's story through new interpretation materials; connect the past lives of the building and our current purpose; establish and support a pattern of being open to the public 3 days per week; install a cohort of 40 volunteers to support our presence and delivery; make free hotdesking space available to writers two days per week; refurbish our kitchen for safe community use and use this for programme delivery; create a soundproofed podcast studio for internal and external use.
- Our Residencies programme continues to be very busy, with writers and translators in residence from all over the world as well as closer to home, including visitors to the cottage from Krakow, Singapore, Korea, Taipei and Tartu. Exchanges established with other UNESCO cities has been particularly fruitful in 2024/25, with positive impact and feedback: 'I really love the UNESCO Cities of Lit network: it is a real way of making connections and friendships and finding inspiration.' - a writer who was supported to spend time in Tartu.
- Talent development: our Escalator programme for writers in the region secured enough funding to support 10 emerging writers (up from 8) for the first time since COVID, as well as a return to a London stage for the showcase event; our Emerging Translator Mentorship programme developed 9 new translators on their path to sustainable careers, working across languages including Polish, Korean, and Lithuanian. Our Literary Translation Centre programme at London Book Fair in March 2025 provided insight into the craft and business of the translation sector.

Audiences:

- Our new website (launched in July 2023) continues to see increased traffic and a positive impact in general to the user experience, driving enhanced opportunities for us in income generation via ticket sales and donations. Better navigation, bespoke new sections for our commissioned work, and a focus on our international work, are all improvements across 2024/25.
- Our podcast 'The Writing Life' continues to see on average 10,000 listens per month (approx. 110,000 total listens across the period 2024-25).
- We completed a new Theory of Change for the organisation, with support from Achates, and rolled it out across the board and team. This is an important tool because it helps us all to articulate the methodology and approach we're employing in bringing about change, and for which audiences and beneficiaries.
- Our dynamic quarterly seasonal brochure provides a colourful window onto our many creative activities, and new signage, enhanced advocacy and word of mouth via our networks is seeing increased footfall to events and activities in general. It's also a useful vehicle for partners to advertise their events.
- Being open to the public 3 days per week, along with a dedicated roster of 'Family Days' during holiday periods, brings a very positive boost to visitor numbers (busy fun days receive a peak of approx. 185 visitors).

Community:

- We continue to nurture our relationship with our local communities, via presence at the King Street Neighbours meetings; via local businesses neighbourhood partnership network; through our attendance at the Dean's Breakfast, and through engagement with our

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

Community Advisory Board (consisting of a range of stakeholders with ambassadorial functions within their communities and neighbourhoods).

- Our community, learning and wellbeing programme has been an area of growth in 2024/25, thanks to Heritage Fund and Linbury Trust support enabling delivery of programmes for in particular, older people, and for refugee and asylum-seeking communities.
- NCW achieved Arts Centre of Sanctuary status, part of the City of Sanctuary network, in December 2024, recognition for our efforts to support our local Refugee & Asylum-seeking communities through sustained partnership and free creative activity designed to offer free, inclusive spaces, and to use creative writing to forge belonging and civic connection.
- Words of Welcome (spring 2025) is a partnership project delivered with Creative Arts East; NCW partnered to commission two new poems themed around welcome and sanctuary, by George Szirtes and Marjorie Lotfi, shared via all 47 libraries in the county to welcome those new to Norfolk. The poems were also translated into Norfolk's five most-spoken languages after English (Arabic, Lithuanian, Polish, Portuguese, and Ukranian). Library visitors were invited to respond with their own poems.

Dragon Hall:

- We continue to plan, fundraise and deliver our quinquennial repair work, following the commissioning of this survey of the building in 2023.
- We continue to closely follow building and housing developments in our immediate neighbourhood, in particular proposed new residential developments at 125-127 King Street, for which planning permission was sought in 2024.
- We continue to test opportunities for secondary spend, with a light touch internal bar provision, tap to donate points, and a few lines of merchandise launched in October 2024 – NCW prints, totes, pens and pencils.
- Creative Arts East continue to be based in the building with us, sharing backend function and offering opportunities to collaborate (as with Words of Welcome, above).

Recruitment, development, and governance:

- Successfully reported against targets in our Arts Council England NPO 23 – 26 funding year one (note an extension has been confirmed to this NPO round, until 2027/28, with the new portfolio beginning in 2028).
- We recruited several new trustees to the NCW board in autumn 2024: Jeremy McNulty (buildings specialist); Kim Clayden (former audit partner); Ioannis Kalkounos (literature specialist). Prof Sarah Barrow, Pro Vice Chancellor of the UEA, stepped down from this role and was replaced by Prof Catherine Richardson; as such, she also stepped down from the board and was replaced by Prof Richardson.
- The development team have leveraged some strong funding successes across 2024/25, including new funders for us including the Garrick Trust; Deborah Rogers Foundation; Charles Littlewood Trust, and the OneStop Foundation.

NCW Commercial

- On commercial targets this year - we generated a surplus of £27k against a budget of £37k due to a dip in the anticipated number of weddings (12 in 2024/25, compared to 21 in 2023/24), but our 2025/26 performance suggests that this is an anomaly rather than a trend, and we are back on target in this area for 2025/26.
- We hosted our first Dragon Hall Wedding Open House in April, an opportunity for prospective wedding bookers to see the venue, meet the team and browse our suppliers. This was a successful day, well-attended and well-received, and generated three new wedding bookings

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

- Our commercial strategy, Dragon Hall branding and marketing assets delivered by a dedicated member of staff are embedded now, and we are seeing a comfortable and understood level of delivery and surplus generated.

#### **Financial review**

Total income amounted to £1,450,346 (2024: £1,560,736) and, after incurring expenditure of £1,5226,711 (2024 *as restated*: £1,405,385), the funds decreased by £76,365 (2024 *as restated*: increased by £155,351). Unrestricted funds decreased by £81,521 (2024: decreased by £32,409) and restricted funds increased by £5,156 (2024 *as restated*: increased by £187,760). At 31 March 2025 unrestricted funds totalled £1,679,213 (2024: £1,760,734) and restricted funds £219,433 (2024 *as restated*: £214,277). The accounts have been restated due to an error in treatment of spend on the ACE Small Cap restricted project in the 23/24 financial year which was treated as revenue opposed to capital. Please see note 22 for more detail.

#### **Reserves policy**

The trustees have established a policy whereby free reserves held by the charity should represent four months of total overheads, which amounts to approximately £240k. They consider that this level of reserves is required to cover the charity's full range of activities and obligations. The reserves policy is discussed at each board meeting.

Free reserves, represented by unrestricted funds less designated funds and fixed assets, amounted to £192,081 at 31 March 2025 (2024: £238,206). Restricted fund balances amounted to £219,435 (2024 *as restated*: £214,279). Designated funds amounted to £1,535,575 (2024: £1,522,526) being the Strategic Reserve, ACE NPO Uplift Fund and the Fixed Asset Improvement Fund.

#### **Going concern**

FY 2024/25 was the second year of our new Arts Council England National Portfolio funding agreement for £586,582 per year. This includes £79,006 per annum to deliver new work. This is the core element of our financial sustainability and a vote of confidence from our key funder. This funding had originally been committed from 2023-26, but Arts Council England have recently confirmed that they will extend the current portfolio into 2027/28. We also received an annual uplift of £9k, from 2025/26.

Our other key long-term core funders are the University of East Anglia and Norwich City and Norfolk County Councils. This combined additional £66,462k funding (2024/25 level) continues to be an important element of our core funding that will see us build on our long-term relationship over the coming years.

Commercial income, including wedding venues and hires, is accounted for through our trading subsidiary– NCW Commercial Ltd. The profits/surpluses going through this company are gift aided back to the charity. This activity has been successfully rebuilt after COVID. It contributed £28,409 to our core funds in FY 2024-25 and will be an important part of our overall core funding going forward.

As described elsewhere, we recently completed a funded programme of work including physical capital works focusing on access; renovation of parts of our heritage building; improved catering facilities, and digital capital work that enabled us to launch our new website and invest in our NCW Academy portfolio. This work has enabled us to increase and diversify our audiences as well as to increase commercial revenues through our creative writing programmes.

Successful bids in 2024/25 include another Heritage Fund bid (£67k grant) to include activity and drop-in opening hours, as well as a facilitating a new Conservation Management Plan / Vision /

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

Heritage Statement ahead of the 600<sup>th</sup> anniversary of Dragon Hall (2027). We also received \$50,000 (approx. £36,000 at the time of writing) from the Hawthornden Foundation.

We are in year two of a three year, £190k programme to fund investment in our NCW Academy programme. The investment is in staff resource focusing on digital marketing and content co-ordination, as well as funding for commissioning of content, marketing, and digital production. During the FY 2025/26 year we continue to be concerned about and to closely monitor the performance of this area of work, as we've seen a downturn in audience appetite due to cost of living, inflationary pressures, and creative writing in the digital space being a crowded marketplace.

The coming year sees us look ahead to the 600<sup>th</sup> anniversary of Dragon Hall (2027), contiguous with the 10<sup>th</sup> anniversary of NCW. We will be using these celebrations to amplify our case for support to new and existing funders.

### **Principal funding sources**

The principal funding sources for the charity are currently by way of grant income from Arts Council England East, University of East Anglia, Norwich City Council and Norfolk County Council.

### **Plans for future period**

We're looking ahead to several key anniversaries on the near horizon – 600 years of Dragon Hall in 2027 and ten years of NCW in 2028. We will be looking ahead to using these anniversaries as an anchor within a fundraising campaign; this work will look to explore how we make the undercroft part of Dragon Hall an accessible part of our story.

We will be commissioning a new Conservation Management Plan (CMP) for Dragon Hall, made possible by Heritage Fund funding; this CMP will be cognisant of our future plans and needs in the building, and in concert with the findings of the Quinquennial Report.

We will deliver a staff strategy planning day in November, a chance for us to plan together.

Every part of our building will be in full use for the first time in 2025/26 including our podcast studio, kitchen, and writers' rooms.

Our activity on the national stage will evolve, with Escalator and Emerging Translator Mentorships continuing on a London platform, and other residency and exchange delivery to follow.

The Literature House is the physical centrepiece of Norwich UNESCO City of Literature, a place of storytelling and story making dedicated to the development of writing, to supporting new and emerging writers and literary translators, using the power of words and ideas to connect communities and shape our futures. A venue for literature that is nationally networked and resilient has always been central to the vision for Norwich as a UNESCO City of Literature: with enhanced visitor, audience, and participant experience, and a new UNESCO strategy (2025-2030) the literature house continues to sit at the heart of our plans, and ensuring our 15<sup>th</sup> century medieval hall as a 21<sup>st</sup> century literature house is fit for the future and open to all continues to be core to our mission.

We will be reshaping the following three strategic priority clusters as we drive forward towards the next NPO round (2026 for 2028); our audiences – writers, translators, children, young people and families, community groups, event attendees, as well as partners and stakeholders – will always be at their heart.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

'Stepping into Dragon Hall'

Dragon Hall is a vital part of Norwich's Medieval heritage, thought to be unique in Northern Europe for being the work and property of single merchant, Robert Toppes (rather than the collaborative work of a Guild, as was more usual). Previously a museum operated by Dragon Hall Volunteers, owned by Norwich City Council, and supported by Norfolk County Museum Services that was open to the public three days per week for tourism, group tours and school visits, Dragon Hall has been in the custodianship of NCW since 2015. 'Stepping into Dragon Hall' (2022-2024) was a multi-faceted NCW programme of capital, creative delivery, digital and interpretation work which brought resources to the need for the building's heritage to be better understood and in more harmonious alignment with NCW's story: this is now absorbed into our core work at NCW, and the programme and comms functions are reflective of this key aspect of our work.

NCW Academy

NCW's commitment to nurturing and supporting new and emerging talent and creative enterprise of writers is delivered through our NCW Academy programme, a year-round programme of professional development and lifelong learning courses, resources, workshops, mentoring and opportunities, both online and in person, aimed at new and emerging writers and those interested in writing. This work is central to our mission as an engine for writer development outside of London, as well as a vital revenue stream for NCW. This programme requires continuous refinement and experimentation, particularly as the marketplace is competitive and audience attitudes and expectations are ever-changing.

Norwich UNESCO City of Literature

Norwich was designated as England's first City of Literature in 2012. This status connects Norwich to an international network of over 50 other literary cities, creates opportunities to build partnerships and deliver creative projects, and to share best practice with a global network of UNESCO Creative Cities. Our new five-year strategy with city partners launches in September 2025: this document will ensure the designation is understood as a shared endeavour and an opportunity for the whole city to contribute and to use it as a positive platform and shared narrative. Our City of Literature programme of events, commissions, international residencies, and extraordinary and innovative partnerships will share new ideas. We'll continue to connect Norwich to the world and through a new NCW-led marketing campaign support the visitor economy and Norwich as a centre for excellence and innovation.

**Trustees**

Trustees who served during the year and up to the date of this report are set out on page 1.

**Structure, governance, and management**

**Governing document**

National Centre for Writing is a charitable company limited by guarantee, incorporated on 27 September 2004 and registered as a charity on 4 August 2005. The company is governed by its Memorandum and Articles of Association as amended on 22 June 2005, 24 April 2006, 3 June 2008, 3 March 2009 and 7 June 2011. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

### **Recruitment and appointment of trustees**

The charity aims to recruit trustees with a wide range of business and sector experience from which the charity will benefit. It is intended to increase the number of trustees to not more than 12 as suitable candidates become available. The quorum is set at six.

### **Trustee induction and training**

New trustees are provided with copies of:

- The Memorandum and Articles of Association
- The latest accounts of the charity and are encouraged to read Charity Commission guidance notes CC3 - "The Essential Trustee: What you need to know, what you need to do"

New trustees are invited to visit the offices of the National Centre for Writing to meet all staff and project workers and to learn more about the day to day running of the organisation. In addition, trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

### **Risk management**

Our principle strategic risks relate to our five strategic aims as an organisation:

1. **Art:** Failure to maintain high quality standard of artistic programme and audience development, or to balance our delivery against audience need and expectation, on the local/national/international level, for audiences both in person and online. We will mitigate this by ensuring strong vision, mission and aims. Ensuring success measures in place to monitor and evaluate to determine impact and success. Ensuring we have the capacity and skills to programme and deliver.
2. **Learning:** Failure to develop a strong learning and participation programme and engage with the communities of interest and place identified in our strategies. Failure to provide relevant, regular contact and content for our learning communities, in and out of school and HE settings. We will mitigate this by building strong relationships with our local communities via our community advisory board (est. 2022), ensuring our priorities are well-understood by the team, and monitoring our delivery against target and commitments.
3. **Place:** Failure to embed our aims, activities, and partnerships within key local, regional, and national strategies. Failure to communicate our work or UNESCO status in a meaningful way at local level. We will mitigate this working with key partners in our City, LEP Region, Arts Council and sector nationally and internationally to maintain the presence of NCW and Norwich.
4. **Sustainability and Viability:** Dependency on key stakeholder income. Loss of or reduction in key stakeholder income. Failure to secure sufficient contributed project funding due to increased competition for trusts and foundation funding and the unknown risks surrounding EU funds. Not securing commercial income levels due to insufficient commercial hires. We will mitigate this by maintaining close links with stakeholders to ensure that activity meets their agenda. Ensure fundraising plan (contributed and earned) is up to date and reviewed regularly. Increasing generation of unrestricted funding from other sources – including increased levels of income from commercial activities, revenue funding and the NCW Academy programme. Increased development activity within the team to meet new challenges in this area.
5. **Operational:** Inadequate operational, management, governance and reporting mechanisms. We will mitigate this by regularly reviewing and improving our operational capacity using training, development, and sound line management; testing our finance and audit compliance and health

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

by changing auditors; revising Board subgroup working; maintaining reporting mechanisms for key stakeholders as well as statutory requirements.

The trustees confirm that the major risks to which the charity is exposed have been identified, reviewed, and assessed in order for systems to be established to mitigate those risks. To which, aligned with our Arts Council England funding agreement, we have revised risk our register protocol going forward:

- the Board now receives a full risk register within the board pack for each board meeting, with a verbal update from the CEO on any exception reporting,
- the Board will undertake a full annual review of the risk register at our September board meeting,
- the Finance, Audit & Resources sub-group will undertake a full review twice a year,
- SMT will review the risk register quarterly and in advance of each board meeting (ie in March, July, Sept & Dec).

### **Environmental impact**

NCW is committed to reducing our environmental impact, increasing our sustainability, and creating a forum for discussion to bring environmental concerns and the climate crisis conversation to a wider public.

We monitor our carbon footprint through Arts Council England's Julie's Bicycle platform, and the Investment Principles framework. We report annually on both to our board, via the work of our Greener Organisation Group.

We are currently working to improve our environmental performance, to ensure that our monitoring procedures are robust, and to undergo an appropriate accreditation – Norfolk & Suffolk Carbon Charter for instance – which recognises our environmental efforts and holds us to account.

#### Greener Organisation Group

Our 'Greener Organisation Group' is a cross-departmental team of staff who champion sustainability throughout the year, attending workshops, liaising with sector peers, communicating issues and the latest thinking across the organisation. The Greener Organisation Group ensures that environmental matters are considered at every stage of activity to help identify where changes can be made, however small, to reduce our impact.

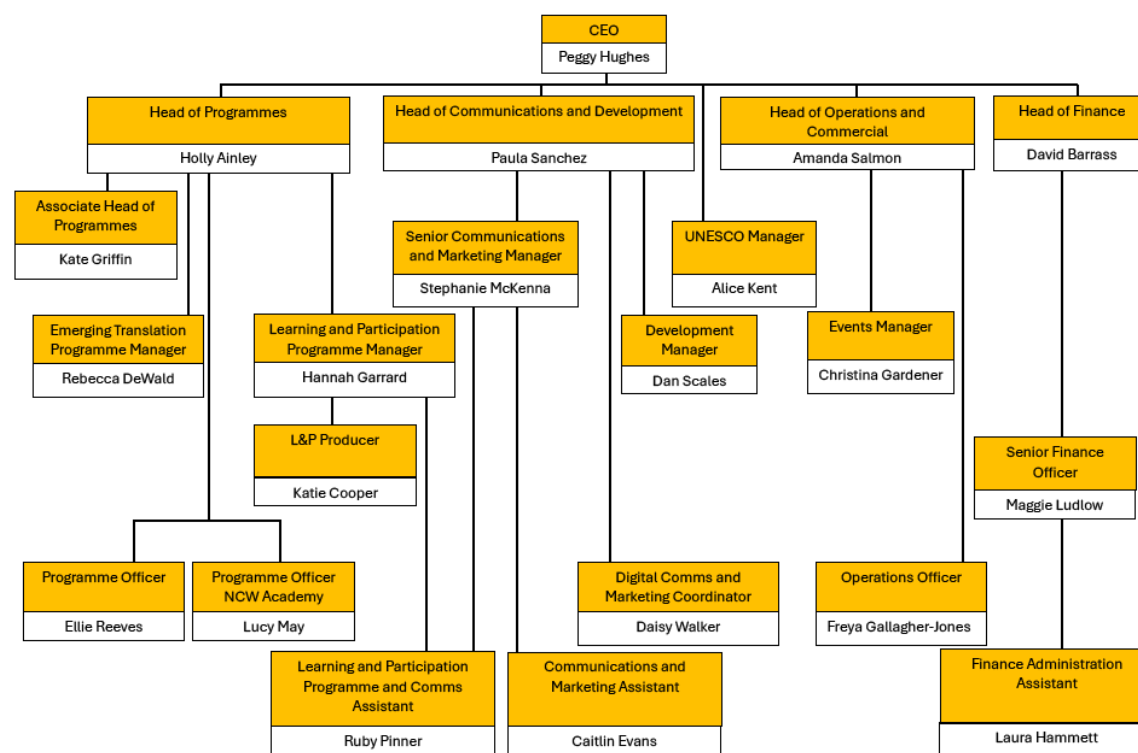
Our key green actions to date include monitoring and reducing our waste where we can across all areas of our operation; using green suppliers and utilities; carefully considering and monitoring our approaches to transport in our team and artist travel; using our platform to create events and programmes that inform and challenge audiences on topics relating to the environment and the climate crisis and delivering our work in environmentally responsible ways.

### **Pay policy for key management personnel**

The Board of Directors, who are the Charity's Trustees and the senior management team comprise the key management personnel of the charity in charge of directing, controlling, running, and operating the charity on a day-to-day basis. The directors give their time freely. Details of director's expenses and related party transactions are disclosed in note 16 to the accounts. The pay of senior staff is reviewed annually, and any increases are decided upon considering the cost-of-living increase.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2025**

## Organisational structure



At present the Board consists of 11 trustees who meet four times a year. The Chief Executive, Peggy Hughes, is appointed by the trustees. She is responsible for strategic planning and refers her ideas to the Board for endorsement and authorisation. The Board has two formal subgroups:

1. Finance Audit & Resources: Kim Clayden (Chair), James Slinger, Cath Little
2. Programme and Mission: Nina Nannar, Anni Domingo, Ioannis Kalkounos, Jarred McGinness.

The FA&R and PaM subgroups meet four times per year. Each subgroup reports back to the Board. There were 10 full time members of staff over the financial year and 12 part time members of staff.

## Fundraising standards information

The trustees support raising funds from the public in relation to support of our diverse literary programme and maintenance of our heritage building. No professional fundraisers or third-party commercial participators are used. The charity is registered with the Fundraising Regulator. There have been no complaints about fundraising activity this year.

The charity has signed up to the Fundraising Regulator's Code of Fundraising Practice. All fundraising guidance and working practices have been or are being updated so that they are compliant.

All direct marketing is undertaken by the charity to ensure it is not unreasonably intrusive or persistent and is only sent to recipients who have engaged with the charity. All marketing material or information

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

sent from the charity contains clear instructions on how a person can be removed from the mailing lists and is GDPR compliant.

**Trustees' responsibilities statement**

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' 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 charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the applicable Charities SORP 2015 (FRS102);
- make judgments and accounting estimates that are reasonable and prudent.
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Auditor**

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2025**

**Small company provisions**

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

The trustees' annual report was approved on 11 Dec 2025 and signed on behalf of the board of trustees by:

*Alan Waters*

---

Alan Waters (Dec 11, 2025, 11:11pm)

**Mr A Waters (Chair)**  
Trustee

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL CENTRE FOR WRITING**

### **Opinion**

We have audited the financial statements of National Centre for Writing (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2025 which comprise Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Charity Balance Sheet, Consolidated and Charity Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2025, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL CENTRE FOR WRITING (CONTINUED)**

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report or from the requirement to prepare a strategic report.

### **Responsibilities of Trustees**

As explained more fully in the trustees' responsibilities statement on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable group and company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
NATIONAL CENTRE FOR WRITING (CONTINUED)**

**Auditor's responsibilities for the audit of the financial statements (continued)**

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations. This included those regulations directly related to the financial statements. In relation to the charitable company this included GDPR, health and safety, employment law and financial reporting. We communicated the identified laws and regulations with the audit team and remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- Enquiry of management around actual and potential litigation and claims, and any known instances of non-compliance.
- Reviewing minutes of Trustee and Finance, Audit & Risk Committee meetings;
- Reviewing legal costs for evidence of any undisclosed litigation or claims;
- Testing journal entries and other adjustments for appropriateness and reviewing accounting estimates for evidence of management bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Aaron Widdows ACA FCCA**  
**Senior Statutory Auditor**  
**For and on behalf of Price Bailey LLP**  
**Chartered Accountants and Statutory Auditors**  
Anglia House, 6 Central Avenue  
St Andrews Business Park  
Thorpe St Andrew  
Norwich, Norfolk  
NR7 0HR

Date: . 17 December 2025 .....

**NATIONAL CENTRE FOR WRITING**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

|                                                                |       | Unrestricted<br>Funds 2025<br>£ | Restricted<br>Funds 2025<br>£ | Total Funds<br>2025<br>£ | <i>As restated</i><br>Total Funds<br>2024<br>£ |
|----------------------------------------------------------------|-------|---------------------------------|-------------------------------|--------------------------|------------------------------------------------|
|                                                                | Notes |                                 |                               |                          |                                                |
| <b>INCOME</b>                                                  |       |                                 |                               |                          |                                                |
| Donations and legacies                                         | 2     | 19,905                          | 135,305                       | 155,210                  | 177,288                                        |
| Charitable activities                                          | 3     | 946,677                         | 230,539                       | 1,177,216                | 1,234,142                                      |
| Other trading activities                                       | 4     | 112,164                         | 537                           | 112,701                  | 139,352                                        |
| Investment income                                              | 5     | 5,219                           | -                             | 5,219                    | 9,954                                          |
| <b>TOTAL INCOME</b>                                            |       | <u>1,083,965</u>                | <u>366,381</u>                | <u>1,450,346</u>         | <u>1,560,736</u>                               |
| <b>EXPENDITURE</b>                                             |       |                                 |                               |                          |                                                |
| Costs of raising funds                                         | 6     | (145,985)                       | -                             | (145,985)                | (134,821)                                      |
| Charitable activities                                          | 7     | (1,011,172)                     | (369,554)                     | (1,380,726)              | (1,270,564)                                    |
| <b>TOTAL EXPENDITURE</b>                                       |       | <u>(1,157,157)</u>              | <u>(369,554)</u>              | <u>(1,526,711)</u>       | <u>(1,405,385)</u>                             |
| <b>NET (EXPENDITURE) / INCOME<br/>BEFORE TRANSFER OF FUNDS</b> |       | (73,192)                        | (3,173)                       | (76,365)                 | 155,351                                        |
| Transfers between funds                                        | 19    | (8,329)                         | 8,329                         | -                        | -                                              |
| <b>NET MOVEMENT IN FUNDS</b>                                   |       | <u>(81,521)</u>                 | <u>5,156</u>                  | <u>(76,365)</u>          | <u>155,351</u>                                 |
| <b>RECONCILIATION OF FUNDS</b>                                 |       |                                 |                               |                          |                                                |
| Total funds at 31 March 2024 <i>As restated</i>                |       | <u>1,760,734</u>                | <u>214,277</u>                | <u>1,975,011</u>         | <u>1,819,660</u>                               |
| <b>TOTAL FUNDS 31 March 2025</b>                               |       | <u>1,679,213</u>                | <u>219,433</u>                | <u>1,898,646</u>         | <u>1,975,011</u>                               |

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

The notes on pages 21 to 42 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING**  
**REGISTERED NUMBER: 05242876**  
**CONSOLIDATED BALANCE SHEET**  
**AT 31 MARCH 2025**

|                                                |       |                  | 2025                    | As restated             |
|------------------------------------------------|-------|------------------|-------------------------|-------------------------|
|                                                | Notes | £                | £                       | 2024                    |
|                                                |       |                  |                         | £                       |
| <b>FIXED ASSETS</b>                            |       |                  |                         |                         |
| Intangible assets                              | 14    |                  | 24,077                  | 35,876                  |
| Tangible fixed assets                          | 15    |                  | <u>1,555,795</u>        | <u>1,562,226</u>        |
|                                                |       |                  | 1,579,872               | 1,598,102               |
| <b>CURRENT ASSETS</b>                          |       |                  |                         |                         |
| Stock                                          |       | 1,550            | -                       |                         |
| Debtors                                        | 17    | 69,896           | 175,952                 |                         |
| Cash at bank and in hand                       |       | <u>577,126</u>   | <u>444,239</u>          |                         |
|                                                |       | 648,572          | 620,191                 |                         |
| Creditors: Amounts falling due within one year | 18    | <u>(329,798)</u> | <u>(243,282)</u>        |                         |
| <b>NET CURRENT ASSETS</b>                      |       |                  | <u>318,774</u>          | <u>376,909</u>          |
| <b>NET ASSETS</b>                              |       |                  | <u><u>1,898,646</u></u> | <u><u>1,975,011</u></u> |
| <b>FUNDS OF THE CHARITY</b>                    |       |                  |                         |                         |
| Restricted funds                               | 19    |                  | 219,435                 | 214,279                 |
| Unrestricted funds                             | 19    |                  | 1,679,211               | 1,760,732               |
| <b>TOTAL CHARITY FUNDS</b>                     | 19    |                  | <u><u>1,898,646</u></u> | <u><u>1,975,011</u></u> |

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

11 Dec 2025

The financial statements were approved by the Trustees on ..... and are signed on their behalf by:

*Alan Waters*

Alan Waters (Dec 11, 2025, 11:11pm)

.....  
**Mr A Waters**

(Chair of Trustees)

The notes on pages 21 to 42 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING**  
**REGISTERED NUMBER: 05242876**  
**CHARITY BALANCE SHEET**  
**AT 31 MARCH 2025**

|                                                |       |                  | 2025                    | As restated<br>2024     |
|------------------------------------------------|-------|------------------|-------------------------|-------------------------|
|                                                | Notes | £                | £                       | £                       |
| <b>FIXED ASSETS</b>                            |       |                  |                         |                         |
| Intangible assets                              | 14    |                  | 24,077                  | 35,876                  |
| Tangible fixed assets                          | 15    |                  | 1,555,411               | 1,561,512               |
| Investments                                    | 16    |                  | <u>1</u>                | <u>1</u>                |
|                                                |       |                  | 1,579,489               | 1,597,389               |
| <b>CURRENT ASSETS</b>                          |       |                  |                         |                         |
| Debtors                                        | 17    | 63,441           | 165,326                 |                         |
| Cash at bank and in hand                       |       | <u>463,998</u>   | <u>328,206</u>          |                         |
|                                                |       |                  | 527,439                 | 493,532                 |
| Creditors: Amounts falling due within one year | 18    | <u>(236,692)</u> | <u>(170,576)</u>        |                         |
| <b>NET CURRENT ASSETS</b>                      |       |                  | <u>290,747</u>          | <u>322,956</u>          |
| <b>NET ASSETS</b>                              |       |                  | <u><u>1,870,236</u></u> | <u><u>1,920,345</u></u> |
| <b>FUNDS OF THE CHARITY</b>                    |       |                  |                         |                         |
| Restricted funds                               | 19    | 219,435          | 214,279                 |                         |
| Unrestricted funds                             | 19    | 1,650,801        | 1,706,066               |                         |
| <b>TOTAL CHARITY FUNDS</b>                     | 19    |                  | <u><u>1,870,236</u></u> | <u><u>1,920,345</u></u> |

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

The financial statements were approved by the Trustees on 11 Dec 2025 ..... and are signed on their behalf by:

*Alan Waters*

Alan Waters (Dec 11, 2025, 11:11pm)

.....  
**Mr A Waters**  
 (Chair of Trustees)

The notes on pages 21 to 42 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING  
CONSOLIDATED AND CHARITY STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2025**

|                                                                 | <b>Group<br/>2025<br/>£</b> | <b>Charity<br/>2025<br/>£</b> | <b><i>As restated</i><br/>Group<br/>2024<br/>£</b> |
|-----------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                     |                             |                               |                                                    |
| Net (expenditure)                                               | (76,365)                    | (50,109)                      | 155,351                                            |
| <u>Adjustments for:</u>                                         |                             |                               |                                                    |
| Depreciation of tangible fixed assets                           | 60,761                      | 60,432                        | 51,283                                             |
| Amortisation of intangible fixed assets                         | 11,799                      | 11,798                        | 5,573                                              |
| Other interest receivable and similar income                    | (5,219)                     | (5,219)                       | (9,954)                                            |
| Increase in stock                                               | (1,550)                     | -                             | -                                                  |
| Decrease/(increase) in debtors                                  | 106,058                     | 101,887                       | (128,479)                                          |
| Increase/(decrease) in creditors                                | 86,516                      | 66,116                        | (50,298)                                           |
| Net cash from operating activities                              | <u><b>182,000</b></u>       | <u><b>184,905</b></u>         | <u><b>23,476</b></u>                               |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                     |                             |                               |                                                    |
| Interest received                                               | 5,219                       | 5,219                         | 9,954                                              |
| Purchase of tangible and intangible assets                      | (54,332)                    | (54,332)                      | (84,299)                                           |
| Loss on disposal of tangible assets                             | -                           | -                             | 14,198                                             |
| Net cash spent on investing activities                          | <u><b>(49,113)</b></u>      | <u><b>(49,113)</b></u>        | <u><b>(60,147)</b></u>                             |
| <b>NET INCREASE/(DECREASE) IN CASH AND CASH<br/>EQUIVALENTS</b> | 132,887                     | 135,792                       | (36,671)                                           |
| <b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>           | <u>444,239</u>              | <u>328,206</u>                | <u>480,910</u>                                     |
| <b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>                 | <u><u>577,126</u></u>       | <u><u>463,998</u></u>         | <u><u>444,239</u></u>                              |

The net debt note is included in note 21

The notes on pages 21 to 42 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**1 ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**(a) General information**

The charity is a private company limited by guarantee, incorporated in England and Wales under the Companies Act 2006. It is also a registered charity in England and Wales. The registered office address is Dragon Hall, 115-123 King Street, Norwich, NR1 1QE.

The Charity is a company limited by guarantee and does not have share capital. The members of the Charity total 11 (2024: 10) and have guaranteed that in the event of the Charity being wound up during their membership or one year thereafter, each would contribute to the assets of the Charity a sum not exceeding £1 (2024: £1).

**(b) Basis of preparation**

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) (effective 1 January 2019) - Charities SORP (FRS 102) (effective 1 January 2019) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are prepared in pounds sterling, which is the functional currency of the entity, and rounded to the nearest £1. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

**(c) Group financial statements**

The financial statements have been prepared for the group of which National Centre for Writing is the ultimate parent charitable company. The financial statements consolidate the accounts of NCW Commercial Ltd, its subsidiary undertaking ('subsidiary') on a line by line basis. A separate Statement of Financial Activities has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. A summary of the financial performance of the subsidiary has been included in note 16.

**(d) Going concern**

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. In particular, the Trustees have carefully considered all available information about the effect of inflationary pressures on the finances and operations of the Charity for 12 months from the time of approving these financial statements. The Trustees have had regard to information from budgets and forecasts for income, expenditure and cash-flow, including the availability of unrestricted funds and reserves.

FY 2024/25 was the second year of our new Arts Council England National Portfolio funding agreement for £586,582 per year. This funding had originally been committed from 2023-26, but Arts Council England have recently confirmed that they will extend the current portfolio further and into 2027/28.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**1 ACCOUNTING POLICIES (continued)**

**(d) Going concern (continued)**

Our other key long-term core funders remain as the University of East Anglia and Norwich City and Norfolk County Councils. This combined additional £66,462k funding (2024/25 level) continues to be an important element of our core funding that will see us build on our long-term relationship over the coming years.

Our Commercial income stream from weddings and events is now firmly established as an important part of our overall core. We have also recently completed a funded programme of physical capital works that has enabled us to increase and diversify our audiences as well as to increase commercial revenues through our creative writing programmes.

Successful bids in 2024/25 include another Heritage Fund bid (£67k grant) and \$50,000 (approx. £36,000 at the time of writing) from the Hawthornden Foundation. We are also in year two of a three year, £190k programme to fund investment in our NCW Academy Programme.

**(e) Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the purposes of the charity. Designated funds are unrestricted funds earmarked by the trustees for specific purposes. Restricted funds are subjected to restrictions on their expenditure imposed by the donor. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements.

**(f) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities. The following specific policies are applied to particular categories of income:

- Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the period. Any amounts of Gift Aid not received by the period end are accounted for in income and accrued income in debtors.
- Donated services and facilities are included at the value to the charity, being the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market.
- Where legacies have been notified to the charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material.
- Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank.
- Income from charitable trading activity is accounted for when earned.
- Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**1 ACCOUNTING POLICIES (continued)**

**(g) Judgements and key sources of estimation uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

There are no key assumptions concerning the future, nor key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

**(h) Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure includes VAT as the Charity is not VAT registered and therefore this cannot be recovered. VAT is reported as part of the expenditure to which it relates. All expenditure is accounted for on an accruals basis under the following headings:

- Costs of raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes. Fundraising costs do not include the costs of disseminating information in support of the charitable activities.
- 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 comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

**(i) Intangible assets**

Amortisation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:

|                                      |                  |
|--------------------------------------|------------------|
| Website development/bespoke software | 3 years/ 4 years |
|--------------------------------------|------------------|

If there is an indication that there has been a significant change in amortisation rate, useful life or residual value of an intangible asset, the amortisation is revised prospectively to reflect the new estimates.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**1 ACCOUNTING POLICIES (continued)**

**(j) Tangible assets**

Tangible fixed assets are stated at cost less depreciation. All assets costing more than £500 are capitalised. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

|                                       |                                 |
|---------------------------------------|---------------------------------|
| Assets under construction             | Not depreciated until completed |
| Long term leasehold buildings         | Over 50 years                   |
| Office equipment, fixtures & fittings | 25% straight line               |
| Plant & machinery                     | 10% straight line               |

**(k) Investments**

Investments are a form of basic financial instrument and in the current year relate to the shares in the trading subsidiary which is carried at cost.

**(l) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

**(m) Cash at bank and in hand**

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

**(n) Pension scheme**

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

**(o) Creditors**

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

**(p) Operating lease agreements**

Operating leases are recognised over the period of which the lease falls due. Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**1 ACCOUNTING POLICIES (continued)**

**(q) Taxation**

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**(r) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of fixed assets which are measured at cost less depreciation. Included in financial assets are trade debtors, accrued income and the bank balance. Prepayments are not considered to be financial assets. Included in financial liabilities are trade creditors, accruals, deferred income and other creditors.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

| <b>2</b> | <b>DONATIONS AND LEGACIES</b>            | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>      |
|----------|------------------------------------------|-------------------------------|-----------------------------|-------------------|
|          |                                          | <b>2025<br/>£</b>             | <b>2025<br/>£</b>           | <b>2025<br/>£</b> |
|          | Donations and grants                     | <u>19,905</u>                 | <u>135,305</u>              | <u>155,210</u>    |
|          |                                          | <b>2024<br/>£</b>             | <b>2024<br/>£</b>           | <b>2024<br/>£</b> |
|          | Donations and grants                     | <u>30,006</u>                 | <u>147,282</u>              | <u>177,288</u>    |
| <b>3</b> | <b>INCOME FROM CHARITABLE ACTIVITIES</b> | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>      |
|          |                                          | <b>2025<br/>£</b>             | <b>2025<br/>£</b>           | <b>2025<br/>£</b> |
|          | Box Office receipts                      | 11,051                        | -                           | 11,051            |
|          | Course/ Workshop fees                    | 1,526                         | 1,598                       | 3,124             |
|          | Producer fees and partner contributions  | 13,537                        | 120,585                     | 134,122           |
|          | Norwich City Council                     | 34,020                        | 2,500                       | 36,520            |
|          | Norfolk County Council                   | 7,442                         | -                           | 7,442             |
|          | University of East Anglia                | 50,000                        | -                           | 50,000            |
|          | Arts Council England                     | 586,582                       | 105,856                     | 692,438           |
|          | New Anglia LEP                           | -                             | -                           | -                 |
|          | Creative Arts East                       | 26,714                        | -                           | 26,714            |
|          | NCW Academy                              | 211,840                       | -                           | 211,840           |
|          | Other                                    | 3,965                         | -                           | 3,965             |
|          |                                          | <u>946,677</u>                | <u>230,539</u>              | <u>1,177,216</u>  |
|          |                                          | <b>2024<br/>£</b>             | <b>2024<br/>£</b>           | <b>2024<br/>£</b> |
|          | Box Office receipts                      | 6,503                         | -                           | 6,503             |
|          | Course/ Workshop fees                    | 1,551                         | 2,051                       | 3,602             |
|          | Producer fees and partner contributions  | 35,895                        | 204,989                     | 240,884           |
|          | Norwich City Council                     | 34,020                        | 1,000                       | 35,020            |
|          | Norfolk County Council                   | 7,442                         | -                           | 7,442             |
|          | University of East Anglia                | 27,276                        | -                           | 27,276            |
|          | Arts Council England                     | 586,582                       | 61,182                      | 647,764           |
|          | New Anglia LEP                           | -                             | 10,041                      | 10,041            |
|          | Creative Arts East                       | 18,115                        | -                           | 18,115            |
|          | NCW Academy                              | 233,599                       | -                           | 233,599           |
|          | Other                                    | 3,896                         | -                           | 3,896             |
|          |                                          | <u>954,879</u>                | <u>279,263</u>              | <u>1,234,142</u>  |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**3 INCOME FROM CHARITABLE ACTIVITIES (continued)**

|                                                                                 | <b>2025</b> | <b>2024</b> |
|---------------------------------------------------------------------------------|-------------|-------------|
| Government grants included in income from charitable activities are as follows: |             |             |
| Arts Council England                                                            | 692,438     | 681,784     |
| University of East Anglia                                                       | 50,000      | 27,276      |
| Norfolk County Council                                                          | 7,442       | 7,442       |
| Norwich City Council                                                            | 36,520      | 1,000       |
| New Anglia LEP                                                                  | -           | 10,041      |

Apart from the Arts Council England funding, there are no unfulfilled conditions at year end relating to these grants (2024: none). Please see note 23 for the conditions around the Arts Council England funding.  
In addition, with regards the Norwich City Council, the charity has a peppercorn lease in place and more details are provided in note 22.

**4 OTHER TRADING ACTIVITIES**

|                                    | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>   |
|------------------------------------|-------------------------------|-----------------------------|----------------|
|                                    | <b>2025</b>                   | <b>2025</b>                 | <b>2025</b>    |
|                                    | <b>£</b>                      | <b>£</b>                    | <b>£</b>       |
| Membership and subscription income | 1,425                         | -                           | 1,425          |
| Book and merchandise Sales         | 366                           | 273                         | 639            |
| Venue Hire and catering income     | 110,373                       | 264                         | 110,637        |
| Total trading income               | <u>112,164</u>                | <u>537</u>                  | <u>112,701</u> |
|                                    | <b>2024</b>                   | <b>2024</b>                 | <b>2024</b>    |
|                                    | <b>£</b>                      | <b>£</b>                    | <b>£</b>       |
| Membership and subscription income | 1,640                         | -                           | 1,640          |
| Book and merchandise Sales         | 876                           | 588                         | 1,464          |
| Venue Hire and catering income     | 136,078                       | 170                         | 136,248        |
| Total trading income               | <u>138,594</u>                | <u>758</u>                  | <u>139,352</u> |

**5 INVESTMENT INCOME**

|                        | <b>Unrestricted<br/>Funds</b> | <b>Total<br/>Funds</b> |
|------------------------|-------------------------------|------------------------|
|                        | <b>2025</b>                   | <b>2025</b>            |
|                        | <b>£</b>                      | <b>£</b>               |
| Bank interest received | <u>5,219</u>                  | <u>5,219</u>           |
|                        | <b>2024</b>                   | <b>2024</b>            |
|                        | <b>£</b>                      | <b>£</b>               |
| Bank interest received | <u>9,954</u>                  | <u>9,954</u>           |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**6 COSTS OF RAISING FUNDS**

|                                       | Unrestricted<br>Funds | Restricted<br>Funds | Total          |
|---------------------------------------|-----------------------|---------------------|----------------|
|                                       | 2025<br>£             | 2025<br>£           | 2025<br>£      |
| Salary and fundraising overhead costs | 66,291                | -                   | 66,291         |
| Cost of trading activity              | 79,694                | -                   | 79,694         |
| Total costs of raising funds          | <u>145,985</u>        | <u>-</u>            | <u>145,985</u> |
|                                       | 2024<br>£             | 2024<br>£           | 2024<br>£      |
| Salary and fundraising overhead costs | 56,428                | -                   | 56,428         |
| Cost of trading activity              | 78,393                | -                   | 78,393         |
| Total costs of raising funds          | <u>134,821</u>        | <u>-</u>            | <u>134,821</u> |

**7 EXPENDITURE ON CHARITABLE ACTIVITIES**

|            | Unrestricted<br>Funds           | Restricted<br>Funds | Total                           |
|------------|---------------------------------|---------------------|---------------------------------|
|            | 2025<br>£                       | 2025<br>£           | 2025<br>£                       |
| Art        | 114,920                         | 157,982             | 272,902                         |
| Learning   | 201,263                         | 74,102              | 275,365                         |
| Place      | 39,640                          | 137,470             | 177,110                         |
| Operations | 655,353                         | -                   | 655,353                         |
|            | <u>1,011,176</u>                | <u>369,554</u>      | <u>1,380,730</u>                |
|            | <i>As restated</i><br>2024<br>£ | 2024<br>£           | <i>As restated</i><br>2024<br>£ |
| Art        | 93,928                          | 178,083             | 272,011                         |
| Learning   | 173,337                         | 29,604              | 202,941                         |
| Place      | 55,199                          | 64,018              | 119,217                         |
| Operations | 676,395                         | -                   | 676,395                         |
|            | <u>998,859</u>                  | <u>271,705</u>      | <u>1,270,564</u>                |

**Total expenditure on Charitable Activities is split as follows:**

|                        | 2025<br>£        | <i>As restated</i><br>2024<br>£ |
|------------------------|------------------|---------------------------------|
| Direct costs           | 680,591          | 634,088                         |
| Support costs (note 8) | 700,139          | 636,476                         |
|                        | <u>1,380,730</u> | <u>1,270,564</u>                |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

|           |                                                                   |                |                           |
|-----------|-------------------------------------------------------------------|----------------|---------------------------|
| <b>8</b>  | <b>SUPPORT COSTS</b>                                              | <b>2025</b>    | <b><i>As restated</i></b> |
|           |                                                                   | <b>£</b>       | <b>2024</b>               |
|           |                                                                   |                | <b>£</b>                  |
|           | Salaries & Freelance                                              | 447,851        | 484,851                   |
|           | Admin & IT                                                        | 73,998         | 70,093                    |
|           | Finance                                                           | 1,621          | 1,642                     |
|           | Comms and Marketing                                               | 17,607         | 13,321                    |
|           | Programme and Production                                          | 3,046          | 4,331                     |
|           | Governance costs (note 9)                                         | 17,214         | 14,519                    |
|           | Premises                                                          | 138,802        | 47,719                    |
|           |                                                                   | <u>700,139</u> | <u>636,476</u>            |
| <b>9</b>  | <b>ANALYSIS OF GOVERNANCE COSTS</b>                               | <b>2025</b>    | <b>2024</b>               |
|           |                                                                   | <b>£</b>       | <b>£</b>                  |
|           | Auditors remuneration                                             | 16,572         | 13,546                    |
|           | Other governance costs                                            | 642            | 973                       |
|           |                                                                   | <u>17,214</u>  | <u>14,519</u>             |
| <b>10</b> | <b>AUDITOR'S REMUNERATION</b>                                     | <b>2025</b>    | <b>2024</b>               |
|           |                                                                   | <b>£</b>       | <b>£</b>                  |
|           | Fees payable for the audit of the financial statements            | 13,580         | 13,426                    |
|           | Fees payable for assurance services other than audit              | 2,460          | -                         |
|           | Other                                                             | 3,510          | 120                       |
|           |                                                                   | <u>19,550</u>  | <u>13,546</u>             |
| <b>11</b> | <b>NET EXPENDITURE</b>                                            | <b>2025</b>    | <b>2024</b>               |
|           | This is stated after charging/(crediting):                        | <b>£</b>       | <b>£</b>                  |
|           | Depreciation/amortisation of tangible and intangible fixed assets | 72,559         | 56,856                    |
|           | Defined contribution pension contributions                        | <u>23,263</u>  | <u>21,106</u>             |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**12 STAFF COSTS**

Page 29

The total staff costs and employee benefits for the reporting period are analysed as follows:

|                                         | <b>Group<br/>2025<br/>£</b> | <b>Charity<br/>2025<br/>£</b> | <b>Group<br/>2024<br/>£</b> | <b>Charity<br/>2024<br/>£</b> |
|-----------------------------------------|-----------------------------|-------------------------------|-----------------------------|-------------------------------|
| Wages and salaries                      | 626,137                     | 599,137                       | 578,149                     | 552,127                       |
| Social Security costs                   | 50,494                      | 47,911                        | 46,504                      | 44,110                        |
| Employer contributions to pension plans | 23,263                      | 22,153                        | 21,106                      | 20,052                        |
| Other staff & freelance costs           | 4,661                       | 1,814                         | 12,446                      | 12,446                        |
|                                         | <u>704,555</u>              | <u>671,015</u>                | <u>658,205</u>              | <u>628,735</u>                |

The charity operates a defined contribution pension scheme. Contributions totalling nil (2024 - nil) were payable to the fund at the balance sheet date.

**Key Management Personnel**

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. Key management personnel consists of the people listed on page 1 and the trustees. The total remuneration paid to key management personnel for services provided to the charity was £232,058 (2024: £252,451).

The average head count of employees during the year was 42 (2024: 36).

During the year, there was one employee whose total employee benefits (exc. pension costs) was between £60,000 and £70,000. (2024: no employee between £60,000 and £70,000).

**13 TRUSTEE REMUNERATION AND EXPENSES**

The trustees neither received nor waived any remuneration during the year. In the prior 2023/24 financial year, one former trustee was paid remuneration and received other benefits from employment with the charity: Dr Chris Gribble received remuneration of £34,571 and pension contributions of £1,383, paid under his former role as Chief Executive Officer of the charity. The CEO was paid under the authority of the Memorandum and Articles of association, as amended by Special Resolution in 2011.

Expenses were paid to two trustees in the year totalling £420 for reimbursement of travel and subsistence costs. (2024: No expenses paid).

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**14 INTANGIBLE ASSETS**

|                                    | <b>Group<br/>Website/Bespoke<br/>Software<br/>£</b> | <b>Charity<br/>Website/Bespoke<br/>Software<br/>£</b> |
|------------------------------------|-----------------------------------------------------|-------------------------------------------------------|
| <b>Cost</b>                        |                                                     |                                                       |
| At 1 April 2024 <i>As restated</i> | 41,449                                              | 41,449                                                |
| Additions                          | -                                                   | -                                                     |
| At 31 March 2025                   | <u>41,449</u>                                       | <u>41,449</u>                                         |
| <b>Amortisation</b>                |                                                     |                                                       |
| At 1 April 2024                    | 5,573                                               | 5,573                                                 |
| Charge for the year                | 11,799                                              | 11,799                                                |
| At 31 March 2025                   | <u>17,372</u>                                       | <u>17,372</u>                                         |
| <b>Carrying amount</b>             |                                                     |                                                       |
| At 31 March 2025                   | <u><u>24,077</u></u>                                | <u><u>24,077</u></u>                                  |
| At 1 April 2024 <i>As restated</i> | <u><u>35,876</u></u>                                | <u><u>35,876</u></u>                                  |

**15 TANGIBLE FIXED ASSETS**

| <b>Group</b>                       | <b>Longterm<br/>Leasehold<br/>Land &amp;<br/>Buildings<br/>£</b> | <b>Fixtures<br/>&amp; fittings<br/>£</b> | <b>Office<br/>equipment<br/>£</b> | <b>Plant<br/>&amp; Machinery<br/>£</b> | <b>Asset<br/>under<br/>construction</b> | <b>Total<br/>£</b>      |
|------------------------------------|------------------------------------------------------------------|------------------------------------------|-----------------------------------|----------------------------------------|-----------------------------------------|-------------------------|
| <b>Cost</b>                        |                                                                  |                                          |                                   |                                        |                                         |                         |
| At 1 April 2024 <i>As restated</i> | 1,640,026                                                        | 100,591                                  | 76,085                            | 13,136                                 | 19,824                                  | 1,849,662               |
| Additions                          | -                                                                | 19,819                                   | 21,090                            | 13,423                                 | -                                       | 54,332                  |
| Reclassification                   | -                                                                | -                                        | -                                 | 19,824                                 | (19,824)                                | -                       |
| <b>At 31 March 2025</b>            | <u><u>1,640,026</u></u>                                          | <u><u>120,410</u></u>                    | <u><u>97,175</u></u>              | <u><u>46,383</u></u>                   | <u><u>-</u></u>                         | <u><u>1,903,994</u></u> |
| <b>Depreciation</b>                |                                                                  |                                          |                                   |                                        |                                         |                         |
| At 1 April 2024                    | 159,096                                                          | 59,394                                   | 65,226                            | 3,722                                  | -                                       | 287,438                 |
| Charge for the year                | 32,684                                                           | 17,598                                   | 6,804                             | 3,675                                  | -                                       | 60,761                  |
| <b>At 31 March 2025</b>            | <u><u>191,780</u></u>                                            | <u><u>76,992</u></u>                     | <u><u>72,030</u></u>              | <u><u>7,397</u></u>                    | <u><u>-</u></u>                         | <u><u>348,199</u></u>   |
| <b>Carrying amount</b>             |                                                                  |                                          |                                   |                                        |                                         |                         |
| At 31 March 2025                   | <u><u>1,448,246</u></u>                                          | <u><u>43,418</u></u>                     | <u><u>25,145</u></u>              | <u><u>38,986</u></u>                   | <u><u>-</u></u>                         | <u><u>1,555,795</u></u> |
| At 1 April 2024 <i>As restated</i> | <u><u>1,480,930</u></u>                                          | <u><u>41,197</u></u>                     | <u><u>10,859</u></u>              | <u><u>9,414</u></u>                    | <u><u>19,824</u></u>                    | <u><u>1,562,224</u></u> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**15 TANGIBLE FIXED ASSETS (CONTINUED)**

**Charity**

|                                    | Longterm<br>Leasehold<br>Land &<br>Buildings<br>£ | Fixtures &<br>fittings<br>£ | Office<br>equipment<br>£ | Plant &<br>Machinery<br>£ | Asset<br>under<br>construction | Total<br>£       |
|------------------------------------|---------------------------------------------------|-----------------------------|--------------------------|---------------------------|--------------------------------|------------------|
| <b>Cost</b>                        |                                                   |                             |                          |                           |                                |                  |
| At 1 April 2024 <i>As restated</i> | 1,640,026                                         | 99,274                      | 76,085                   | 13,136                    | 19,824                         | 1,848,345        |
| Additions                          | -                                                 | 19,819                      | 21,090                   | 13,423                    | -                              | 54,332           |
| Reclassification                   | -                                                 | -                           | -                        | 19,824                    | (19,824)                       | -                |
| <b>At 31 March 2025</b>            | <u>1,640,026</u>                                  | <u>119,093</u>              | <u>97,175.00</u>         | <u>46,383.00</u>          | <u>-</u>                       | <u>1,902,677</u> |
| <b>Depreciation</b>                |                                                   |                             |                          |                           |                                |                  |
| At 1 April 2024                    | 159,096                                           | 58,791                      | 65,226                   | 3,722                     | -                              | 286,835          |
| Charge for the year                | 32,684                                            | 17,269                      | 6,804                    | 3,675                     | -                              | 60,432           |
| <b>At 31 March 2025</b>            | <u>191,780</u>                                    | <u>76,060</u>               | <u>72,030</u>            | <u>7,397</u>              | <u>-</u>                       | <u>347,267</u>   |
| <b>Carrying amount</b>             |                                                   |                             |                          |                           |                                |                  |
| <b>At 31 March 2025</b>            | <u>1,448,246</u>                                  | <u>43,033</u>               | <u>25,145</u>            | <u>38,986</u>             | <u>-</u>                       | <u>1,555,410</u> |
| At 1 April 2024 <i>As restated</i> | <u>1,480,930</u>                                  | <u>40,483</u>               | <u>10,859</u>            | <u>9,414</u>              | <u>19,824</u>                  | <u>1,561,510</u> |

**16 FIXED ASSET INVESTMENTS (CHARITY)**

**Investments in subsidiary companies**

|                          | Total<br>£ |
|--------------------------|------------|
| <b>Cost or valuation</b> |            |
| At 31 March 2025         | <u>1</u>   |
| <b>Net book value</b>    |            |
| At 31 March 2025         | <u>1</u>   |

**Subsidiary undertaking**

The following was a subsidiary undertaking during the year:

|                               | Total funds | Holding |
|-------------------------------|-------------|---------|
| NCW Commercial Ltd (14098180) | 54,667      | 100%    |

The wholly owned trading subsidiary NCW Commercial Ltd is incorporated in England (company number 14098180). NCW Commercial Ltd's primary purpose is to carry out commercial activities to the benefit of National Centre for Writing.

The summary financial performance of the subsidiary NCW Commercial Ltd alone is:

|                                        | Year ending<br>31-Mar-25<br>£ |
|----------------------------------------|-------------------------------|
| Turnover                               | 105,641                       |
| Cost of Sales and admin costs          | (79,694)                      |
| Net profit                             | <u>25,947</u>                 |
| Retained earnings at the 31 March 2025 | 25,947                        |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**17 DEBTORS**

|                                         | <b>Group<br/>2025<br/>£</b> | <b>Charity<br/>2025<br/>£</b> | <b>Group<br/>2024<br/>£</b> | <b>Charity<br/>2024<br/>£</b> |
|-----------------------------------------|-----------------------------|-------------------------------|-----------------------------|-------------------------------|
| Trade Debtors                           | 11,123                      | 5,280                         | 17,848                      | 8,191                         |
| Prepayments and accrued income          | 58,773                      | 56,672                        | 158,104                     | 155,217                       |
| Amounts due from subsidiary undertaking | -                           | 1,489                         | -                           | 1,918                         |
|                                         | <u>69,896</u>               | <u>63,441</u>                 | <u>175,952</u>              | <u>165,326</u>                |

**18 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                 | <b>Group<br/>2025<br/>£</b> | <b>Charity<br/>2025<br/>£</b> | <b>Group<br/>2024<br/>£</b> | <b>Charity<br/>2024<br/>£</b> |
|---------------------------------|-----------------------------|-------------------------------|-----------------------------|-------------------------------|
| Trade creditors                 | 42,871                      | 42,518                        | 48,533                      | 48,191                        |
| Accruals and deferred income    | 252,306                     | 176,079                       | 161,559                     | 105,105                       |
| Social security and other taxes | 16,250                      | 11,753                        | 16,051                      | 12,141                        |
| Other creditors                 | 18,371                      | 6,342                         | 17,139                      | 5,139                         |
|                                 | <u>329,798</u>              | <u>236,692</u>                | <u>243,282</u>              | <u>170,576</u>                |

|                                 | <b>Group<br/>2025<br/>£</b> | <b>Charity<br/>2025<br/>£</b> | <b>Group<br/>2024<br/>£</b> | <b>Charity<br/>2024<br/>£</b> |
|---------------------------------|-----------------------------|-------------------------------|-----------------------------|-------------------------------|
| Deferred income breakdown:      |                             |                               |                             |                               |
| Deferred income brought forward | 79,433                      | 24,314                        | 91,190                      | 24,714                        |
| Released during the year        | (79,433)                    | (24,314)                      | (91,190)                    | (24,714)                      |
| Deferred during the year        | 74,994                      | 32,313                        | 79,433                      | 24,314                        |
| Deferred income carried forward | <u>74,994</u>               | <u>32,313</u>                 | <u>79,433</u>               | <u>24,314</u>                 |

Deferred income relates to income received for future events or for grants where entitlement has not been met in 2024/25 financial year as funds relate to 2025/26 financial year.

**19 GROUP FUNDS SUMMARY  
Year Ended 31 March 2025**

| <b>Unrestricted funds</b>                            | <b>At 1 April<br/>2024<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Transfers<br/>£</b> | <b>At 31 March<br/>2025<br/>£</b> |
|------------------------------------------------------|----------------------------------|---------------------|--------------------------|------------------------|-----------------------------------|
| General Funds                                        | 238,206                          | 1,010,540           | (1,060,660)              | 18,630                 | 206,716                           |
| Designated Fund - Strategic Reserve                  | 30,396                           | -                   | -                        | (30,396)               | -                                 |
| Designated Dragon Hall fixed asset improvements fund | 1,445,931                        | -                   | (32,684)                 | -                      | 1,413,247                         |
| Designated Fund - ACE NPO Funding Uplift             | 46,199                           | 73,425              | (63,813)                 | 3,437                  | 59,248                            |
|                                                      | <u>1,760,732</u>                 | <u>1,083,965</u>    | <u>(1,157,157)</u>       | <u>(8,329)</u>         | <u>1,679,211</u>                  |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**19 GROUP FUNDS SUMMARY (continued)**

**Restricted**

|                                        |                         |                         |                           |                 |                         |
|----------------------------------------|-------------------------|-------------------------|---------------------------|-----------------|-------------------------|
| ACE Small Cap 22-24                    | 105,945                 | 63,315                  | (35,968)                  | -               | 133,292                 |
| A Life Written                         | 5,954                   | 8,963                   | (11,215)                  | -               | 3,702                   |
| Amazon Goes Gold                       | 2,955                   | -                       | (2,955)                   | -               | -                       |
| Art, Learning, Place Funds             | 2,091                   | 1,603                   | -                         | -               | 3,694                   |
| City of Literature for Young People    | 5,648                   | 4,175                   | (9,245)                   | 290             | 868                     |
| CRF 2                                  | 861                     | -                       | (579)                     | -               | 282                     |
| CWO Burseries Fund                     | 1,416                   | 369                     | -                         | -               | 1,785                   |
| East Anglia Book Awards                | 1,163                   | 2,047                   | (3,279)                   | 69              | -                       |
| Emerging Translators Mentoring         | -                       | 40,319                  | (49,788)                  | 9,469           | -                       |
| Escalator                              | 10,226                  | 15,647                  | (18,545)                  | -               | 7,328                   |
| Fidelity                               | -                       | 45,729                  | (43,022)                  | -               | 2,707                   |
| Heritage Building Fund                 | 6,198                   | 3,709                   | (6,507)                   | -               | 3,400                   |
| Heritage Volunteer Fund                | 2,177                   | 767                     | (112)                     | -               | 2,832                   |
| ILS                                    | 3,437                   | -                       | -                         | (3,437)         | -                       |
| Linbury(Telling our Stories)           | 14,500                  | 18,852                  | (10,619)                  | (2,499)         | 20,234                  |
| Lit From The Inside                    | 9,976                   | -                       | (3,858)                   | -               | 6,118                   |
| NCW Awards                             | 1,399                   | -                       | (450)                     | -               | 949                     |
| NHLF                                   | 21,760                  | 68,597                  | (88,095)                  | 15,945          | 18,207                  |
| Norwich City Council Support Grant     | 3,569                   | -                       | (2,677)                   | -               | 892                     |
| ACE Korea Residency                    | -                       | 5,400                   | (2,237)                   | (3,163)         | -                       |
| Flanders Literature Residency          | -                       | 3,835                   | (2,734)                   | (2,682)         | (1,581)                 |
| Francis W Reckitt Arts Trust Residency | -                       | 3,000                   | -                         | -               | 3,000                   |
| General Residency                      | -                       | -                       | 7,200                     | (7,200)         | -                       |
| LTI Korea Residency                    | -                       | 4,150                   | (2,569)                   | -               | 1,581                   |
| Quebec Virtual Residency               | -                       | -                       | (2,400)                   | 2,400           | -                       |
| Singapore Residency                    | -                       | 42,299                  | (46,271)                  | 3,972           | -                       |
| Taiwan Residency                       | 7,100                   | 5,400                   | (6,915)                   | (5,585)         | -                       |
| Translation in Motion Residency        | -                       | 343                     | -                         | (343)           | -                       |
| UNESCO Residency                       | -                       | -                       | (773)                     | 773             | -                       |
| SIDH2 - Freemans                       | -                       | 12,962                  | (3,534)                   | -               | 9,428                   |
| Saturday Writing Club                  | 290                     | -                       | -                         | (290)           | -                       |
| WCN Bursaries Fund                     | 717                     | -                       | -                         | -               | 717                     |
| Yanai Initiative                       | 6,897                   | 14,900                  | (22,407)                  | 610             | -                       |
|                                        | <u>214,279</u>          | <u>366,381</u>          | <u>(369,554)</u>          | <u>8,329</u>    | <u>219,435</u>          |
| <b>TOTAL FUNDS</b>                     | <u><b>1,975,011</b></u> | <u><b>1,450,346</b></u> | <u><b>(1,526,711)</b></u> | <u><b>-</b></u> | <u><b>1,898,646</b></u> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**19 GROUP FUNDS SUMMARY (continued)**

**Year Ended 1 April 2024**

| <b>Unrestricted funds</b>                                  | <b>At 1 April<br/>2023<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Transfers<br/>£</b> | <b>At 31 March<br/>2024<br/>£</b> |
|------------------------------------------------------------|----------------------------------|---------------------|--------------------------|------------------------|-----------------------------------|
| General Funds                                              | 203,873                          | 1,061,620           | (1,072,538)              | 45,251                 | 238,206                           |
| Designated Fund -<br>Strategic Reserve                     | 109,534                          | -                   | -                        | (79,138)               | 30,396                            |
| Designated Dragon Hall<br>fixed asset improvements<br>fund | 1,479,736                        | -                   | (33,805)                 | -                      | 1,445,931                         |
| Designated Fund - ACE<br>NPO Funding Uplift                | -                                | 71,810              | (27,336)                 | 1,725                  | 46,199                            |
|                                                            | <u>1,793,143</u>                 | <u>1,133,430</u>    | <u>(1,133,679)</u>       | <u>(32,162)</u>        | <u>1,760,732</u>                  |

|                              | <b>At 1 April<br/>2023<br/>£</b> | <b>Income<br/>£</b> | <b>As restated<br/>Expenditure<br/>£</b> | <b>Transfers<br/>£</b> | <b>As restated<br/>At 31 March<br/>2024<br/>£</b> |
|------------------------------|----------------------------------|---------------------|------------------------------------------|------------------------|---------------------------------------------------|
| <b>Restricted</b>            |                                  |                     |                                          |                        |                                                   |
| ACE Small Cap 22-24          | 12,338                           | 110,642             | (17,035)                                 | -                      | 105,945                                           |
| A Life Written               | 862                              | 5,866               | (774)                                    | -                      | 5,954                                             |
| Amazon Goes Gold             | -                                | 6,645               | (3,690)                                  | -                      | 2,955                                             |
| Art, Learning, Place Funds   | 1,732                            | 559                 | (200)                                    | -                      | 2,091                                             |
| City of Literature for Young | 4,247                            | 7,264               | (5,863)                                  | -                      | 5,648                                             |
| CRF 2                        | 1,440                            | -                   | (579)                                    | -                      | 861                                               |
| CWO Burseries Fund           | 3,082                            | 134                 | (1,800)                                  | -                      | 1,416                                             |
| East Anglia Book Awards      | -                                | 3,162               | (1,999)                                  | -                      | 1,163                                             |
| Emerging Translators         |                                  |                     |                                          |                        |                                                   |
| Mentoring                    | 3,046                            | 46,610              | (65,915)                                 | 16,259                 | -                                                 |
| Escalator                    | 3,107                            | 20,805              | (13,686)                                 | -                      | 10,226                                            |
| Heritage Building Fund       | 6,274                            | -                   | (76)                                     | -                      | 6,198                                             |
| Heritage Volunteer Fund      | 1,224                            | 1,025               | (72)                                     | -                      | 2,177                                             |
| ILS                          | 2,307                            | 2,000               | (870)                                    | -                      | 3,437                                             |
| Linbury(Telling our Stories) | -                                | 14,500              | -                                        | -                      | 14,500                                            |
| Lit From The Inside          | 90                               | 9,886               | -                                        | -                      | 9,976                                             |
| NCW Awards                   | 1,722                            | 10,000              | (10,323)                                 | -                      | 1,399                                             |
| NHLF                         | -                                | 63,376              | (41,616)                                 | -                      | 21,760                                            |
| Noirwich                     | 1,669                            | -                   | (1,962)                                  | 293                    | -                                                 |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

| 19 | <b>GROUP FUNDS SUMMARY (continued)</b> | <b>At 1 April<br/>2023</b> | <b>Income</b>           | <b>As restated<br/>Expenditure</b> | <b>Transfers</b> | <b>As restated<br/>At 31 March<br/>2024</b> |
|----|----------------------------------------|----------------------------|-------------------------|------------------------------------|------------------|---------------------------------------------|
|    | <b>Restricted</b>                      | <b>£</b>                   | <b>£</b>                | <b>£</b>                           | <b>£</b>         | <b>£</b>                                    |
|    | Norwich City Council Support Grant     | 2,155                      | -                       | (2,678)                            | 4,092            | 3,569                                       |
|    | ACE Korea Residency                    | 5,400                      | -                       | (2,372)                            | (3,028)          | -                                           |
|    | Bulgaria Residency                     | -                          | 2,204                   | (686)                              | (1,518)          | -                                           |
|    | Jakarta Residency                      | (500)                      | -                       | (4,590)                            | 5,090            | -                                           |
|    | Lithuania Residency                    | -                          | 1,000                   | (1,258)                            | 258              | -                                           |
|    | LTI Korea Residency                    | -                          | 4,150                   | (1,944)                            | (2,206)          | -                                           |
|    | Passa Porte Residency                  | -                          | -                       | (345)                              | 345              | -                                           |
|    | Quebec Virtual Residency               | -                          | -                       | (500)                              | 500              | -                                           |
|    | Singapore Residency                    | -                          | 31,653                  | (33,865)                           | 2,212            | -                                           |
|    | Taiwan Residency                       | 7,100                      | -                       | -                                  | -                | 7,100                                       |
|    | Translation in Motion Residency        | (2,412)                    | 5,142                   | (4,776)                            | 2,046            | -                                           |
|    | UNESCO Residency                       | -                          | -                       | (421)                              | 421              | -                                           |
|    | UK Residencies                         | 1,500                      | -                       | -                                  | (1,500)          | -                                           |
|    | Saturday Writing Club                  | 290                        | -                       | -                                  | -                | 290                                         |
|    | Sharing Stories                        | (41)                       | 1,600                   | (2,800)                            | 1,241            | -                                           |
|    | Stories From The Quarter               | 7,237                      | 3,405                   | (14,299)                           | 3,657            | -                                           |
|    | Transforming Leadership                | (39,172)                   | 43,041                  | (3,869)                            | -                | -                                           |
|    | WCN Bursaries Fund                     | 717                        | -                       | -                                  | -                | 717                                         |
|    | Yanai Initiative                       | 1,101                      | 32,635                  | (30,839)                           | 4,000            | 6,897                                       |
|    |                                        | <u>26,515</u>              | <u>427,304</u>          | <u>(271,702)</u>                   | <u>32,162</u>    | <u>214,279</u>                              |
|    | <b>TOTAL FUNDS</b>                     | <u><b>1,819,658</b></u>    | <u><b>1,560,734</b></u> | <u><b>(1,405,381)</b></u>          | <u><b>-</b></u>  | <u><b>1,975,011</b></u>                     |

#### **General Funds**

The general reserves represents the reserves available after allowing for all designated funds.

#### **Strategic Reserves**

Designated funds are for investment in innovative or exceptional artform projects, or for investment in projects that generate medium to long term income or achieve operating savings.

#### **Dragon Hall Fixed Asset Improvements Fund**

The designated fund for capital project relates to the Dragon Hall capital funding and related costs.

#### **ACE NPO Funding Uplift**

The designated fund relates to additional programme funding as part of the 2023 – 26 NPO funding.

#### **ACE Small Cap 22-24**

The NCW Community and Digital Hub project will transform the experience of NCW and Dragon Hall for local communities, writers and as well as national participants, enabling us to increase the number of people we work with whilst offering a more inclusive experience. Creating a shop-style frontage to Dragon Hall and investing in digital infrastructure will enable us to grow the number participants that we attract in person and online and offer them a better engagement experience as well as supporting a resilient business model through charged services.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**19 GROUP FUNDS SUMMARY (continued)**

**A Life Written**

This is a 7 week life writing course for people age 70 and above. Led by a published life writer, a group of 12 older people meet weekly to explore different ways to approach memoir and life writing. All participants are then invited to submit 2 pieces of writing to a project anthology which is published and celebrated at the end of the course. A life written is funded by Anglia Ruskin University as part of the health, wellbeing and community grants programme that focuses on wellbeing and celebrating ageing.

**Amazon Goes Gold**

The annual Amazon 'Goes Gold' campaign supports children with cancer. NCW was commissioned to provide training for Amazon Employees so that they could run story-writing workshops for colleagues, culminating in a publication of stories for children living with cancer.

**Art, Learning, Place Funds**

We have three donation boxes whereby members of the Public are able to give small donations towards our core aims.

**City of Literature for Young People**

These funds are used for covering our core programmes for children and young people which run throughout the year: Time to Write, the Creative writing Roadshow, the Young Norfolk writing competition, Children's City of Literature.

**CRF 2**

The second round of the Department for Digital, Culture, Media and Sport (DCMS) Culture Recovery Fund. The funds purpose is to help organisations transition back to usual operating mode after COVID restrictions from April 2021.

**CWO Bursaries Fund**

A fund Set up to provide bursaries for low-income writers on our CWO courses. The fund is made available for individuals to provide financial support for those who cannot afford the full CWO fee.

**East Anglia Book Awards**

The East AnglianBook Awards is the key regional book awards for Norfolk, Suffolk and Fenland. Developed by the EDP and Jarrold, WCN has been a core partner for seven years and supports the development of the prize and its administration annually.

**Emerging Translators Mentoring**

An annual programme supported by international partner organisations we are delivering sixth month mentorships as well as short-term mentoring sessions for two runners-up for emerging translators working in a variety of often lesser- translated languages and/or coming from underrepresented backgrounds.

**Escalator**

Escalator is the National Centre for Writing's flagship talent development scheme for early career fiction writers from the East of England, with a particular focus on supporting those writers who are under-represented on UK bookshelves. Escalator has been running since 2004 and to date has supported more than 140 writers, many of whom have gone on to sign with agents, publish and win awards and critical recognition for their novels and short stories. The programme offers a chance to develop work through one-to-one professional mentoring leading to a showcase event, as well as creating opportunities for networking and industry skills sessions to equip writers for the professional reality of a career as an author. Escalator is currently funded by Amazon Literary Partnership, Golsoncott Foundation, Laura Kinsella Foundation, ALCS and Garrick Charitable Trust.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**19 GROUP FUNDS SUMMARY (continued)**

**Heritage Building Fund & Heritage Volunteer Fund**

This fund is a restricted fund donated to WCN by the Norfolk and Norwich Heritage Trust when it wound up operations in 2016. The funds are to be used only to support the needs and educational activities of the Dragon Hall Heritage Volunteers now managed by WCN.

**ILX formerly known as ILS**

Formerly known as ILS, ILX is the newest strand of our long-running programme, supported by British Council. Running from 2024-26, ILX explores the unique challenges and opportunities facing all those who work with words, books and literature, bringing together international literature professionals with the aim of learning, exchanging expertise and experience, devising collaborations, and building international networks. ILX 2023/24 was delivered across a series of 4-hour digital symposia for 35 international delegates including ILS alumni, from 24 countries and saw publication of the ILX-10 – a selection of 10 UK early-career writers whose work has the potential to speak to and engage with global literary audiences. Our core priority for 24/25 is focussed on increasing next-generation leadership and networking capacity – and creating the associated support for this – in the UK and international literature sectors. Focus is on development and implementation of a new programme model that invites delegates to form local hubs which then contribute to a wider, international network for discussion and exchange.

**Linbury (Telling our Stories)**

A grant to support engagement opportunities for older people and Refugee & Asylum Seekers in Norwich through free to access activities around storytelling, Norwich's heritage and creative writing.

**LIT From the Inside**

A three year programme for young people to increase aspirations, skills, knowledge and connections into the art sector. Each year a cohort of young people work together to gain experience in designing and programming literary events, insights into the industry by going on trips to literary festivals and working towards their Bronze Arts Award.

**NCW Awards**

A new form of literary prize, combining the power of awards with the unique, year-round educational programme of the National Centre for Writing. With this suite of prizes, comprised of three distinct awards (the Desmond Elliott Prize, the Laura Kinsella Fellowship and the UEA New Forms Award), and thanks to support from Arts Council England, NCW has created an early career digital programme, providing free resources, professional development and industry advice for new writers. Tailored early career support for the award winning writers will include residency opportunities, mentoring and industry support to help them build a sustainable career.

**NHLF**

Heritage Fund to support 'The Next Chapter: Stepping into Dragon Hall'. This flagship heritage project will enable new and expanded audiences to access and explore the heritage of NCW's medieval home.

**Noirwich**

The crime writing festival partnership with UEA attracts a range of restricted funds that are disbursed only to advance the festival aims and programmes.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**19 GROUP FUNDS SUMMARY (continued)**

**Norwich City Council Support**

A Norwich City Council Support Grant being part of the Additional Restrictions Grant (ARG) scheme. This grant provides post COVID support for eligible businesses for the period post 26 December 20 and was issued at the Council's discretion to support businesses essential to the local economy. The project is finalised with the only spend being reported being depreciation on assets.

**ACE Korea Residency**

The Arts Council of Korea (ARKO) supported a one-month residency in Norwich for one Korean writer in November 2023.

**Bulgaria Residency**

A short residency opportunity for a Bulgarian writer or translator, in partnership with the Elizabeth Kostova Foundation.

**Jakarta Residency**

The British Council supported a two-month virtual residency exchange in May and June 2023 between Norwich and Jakarta UNESCO cities of literature for children's book writers and illustrators, through the International Literature Showcase.

**Lithuania Residency**

The Lithuanian Culture Institute supported a one-month residency in April 2023 in Norwich for a Lithuanian writer who featured in KUNAI, the series of Lithuanian chapbooks published by Strangers Press.

**LTI Korea Residency**

The Literature Translation Institute of Korea supported a one-month residency in Norwich for one Korean-English literary translator in July 2023.

**Passa Porte Residency**

A residency exchange programme for writers in the UK and Belgium.

**Quebec Virtual Residency**

The Norwich and Québec UNESCO cities of literature virtual residency exchange runs from September to November 2022. The two selected writers who will work together to explore each other's city virtually and produce a commission. This exchange is supported by the Québec Government Office in London and l'Entente de développement culturel entre le gouvernement du Québec et la Ville de Québec.

**Singapore Residency**

The National Arts Council of Singapore is supporting a six-month virtual residency for three writers from Singapore from June to December 2023. The three writers are working on a literary project, with mentoring from a UK-based writer. They also meet with Norwich-based writers and produce digital content for the NCW website. NAC Singapore also supported two residencies in Norwich for Singaporean writers in June and July 2023.

**Taiwan Residency**

NCW, the British Centre for Literary Translation and Strangers Press are collaborating with the Cultural Division of the Taipei Representative Office in the UK and the National Museum of Taiwan Literature, with support from the Ministry of Culture, Taiwan to promote the translation and English publication of contemporary writing from Taiwan through workshops, chapbooks and residencies. NCW will host two translators featured in the Taiwan chapbooks published by Strangers Press in October 2024 in Norwich to help promote the series.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**19 GROUP FUNDS SUMMARY (continued)**

**Translation in Motion Residency**

We offered three month-long residencies in Norwich for literary translators from the Western Balkans, in March and May 2023, as part of the Translation in Motion project, led by RECIT and co-funded by the Creative Europe programme of the European Union.

**UNESCO Residency**

The Charity led a developmental bid for Norwich to become a UNESCO City of Literature. This bid was finalised in 2011-12. WCN secured Managed Funds and Grants for the Arts funding from ACE to develop the partnerships and programmes as part of the ongoing UNESCO City of Literature development process.

**UK Residences**

We offered three one-week Desmond Elliott residencies to early career writers in August 2023 as part of our work on Early Career Awards.

**Saturday Writing Club**

A series of out of school creative writing and performance workshops for young people in Norwich and Norfolk from areas of high deprivation and low arts/culture provision.

**Sharing Stories**

Sharing Stories Connecting Lives is a collaboration with PEN Myanmar, funded by the British Council Connections through Culture. We ran an online short story course from February to June 2023 for writers and translators in Myanmar and the UK. The stories and translations will be published in an online zine.

**Stories from the Quarter**

A National Lottery Heritage Grant-funded programme connecting Norwich's Bengali community to the city's built heritage, and recording, sharing and celebrating the community's oral histories of migration and British-Bengali experiences of Norfolk. The project includes a series of creative writing workshops for the Bengali community and Norfolk primary schools that will deepen these connections to the city's medieval heritage and the oral histories of the area's residents, including this new collection of Bengali oral histories.

**Transforming Leadership**

A 30 month leadership development programme. It is designed to develop 20 executive and 20 next generation leaders' skills and capacity in the cultural sector to effect creative, social and economic change in Norfolk and Suffolk through collaborative working, place sensitivity and innovative thinking. It will support identified needs for leadership, talent, diversity, inclusivity and innovation in the New Anglia region.

**WCN Bursaries Fund**

This is a restricted fund to supported access to WCN courses and programmes for writers and artists facing financial difficulties.

**Yanai Initiative**

In partnership with the Yanai Initiative we are offering a Japanese mentorship as part of the Emerging Translators Mentoring Scheme and a Japanese workshop at the BCLT summer school, and we are supporting a new chapbook series of contemporary Japanese writing in English translation to be published by Strangers Press.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**20 GROUP ANALYSIS OF NET ASSETS BETWEEN FUNDS**

|                         | <b>Unrestricted<br/>Funds</b>            | <b>Restricted<br/>Funds</b>              | <b>Total<br/>Funds</b>                   |
|-------------------------|------------------------------------------|------------------------------------------|------------------------------------------|
|                         | <b>2025<br/>£</b>                        | <b>2025<br/>£</b>                        | <b>2025<br/>£</b>                        |
| Tangible fixed assets   | 1,555,795                                | -                                        | 1,555,795                                |
| Intangible fixed assets | 24,077                                   | -                                        | 24,077                                   |
| Net current assets      | 99,339                                   | 219,435                                  | 318,774                                  |
|                         | <u>1,679,211</u>                         | <u>219,435</u>                           | <u>1,898,646</u>                         |
|                         | <b><i>As restated<br/>2024<br/>£</i></b> | <b><i>As restated<br/>2024<br/>£</i></b> | <b><i>As restated<br/>2024<br/>£</i></b> |
| Tangible fixed assets   | 1,505,899                                | 56,327                                   | 1,562,226                                |
| Intangible fixed assets | 30,322                                   | 5,554                                    | 35,876                                   |
| Net current assets      | 224,511                                  | 152,398                                  | 376,909                                  |
|                         | <u>1,760,732</u>                         | <u>214,279</u>                           | <u>1,975,011</u>                         |

**21 GROUP ANALYSIS OF NET DEBT**

|      | <b>At start<br/>of period</b> | <b>Cash<br/>flows</b> | <b>At end<br/>of period</b> |
|------|-------------------------------|-----------------------|-----------------------------|
|      | <b>2025<br/>£</b>             | <b>2025<br/>£</b>     | <b>2025<br/>£</b>           |
| Cash | <u>444,239</u>                | <u>132,887</u>        | <u>577,126</u>              |
|      | <b>2024<br/>£</b>             | <b>2024<br/>£</b>     | <b>2024<br/>£</b>           |
| Cash | <u>480,910</u>                | <u>(36,671)</u>       | <u>444,239</u>              |

**22 Prior year adjustment**

The accounts have been restated due to a correction in treatment of spend on the ACE Small Cap restricted project in the 23/24 financial year which was treated as revenue opposed to capital. The accounting impact has been summarised as follows:

|                                                       | <b>As previously reported<br/>at 31 March 2024<br/>£</b> | <b>Adjustment<br/>£</b> | <b>As restated<br/>at 31 March<br/>£</b> |
|-------------------------------------------------------|----------------------------------------------------------|-------------------------|------------------------------------------|
| <b>CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES</b> |                                                          |                         |                                          |
| Expenditure on: Charitable activities                 | 1,312,620                                                | (42,056)                | 1,270,564                                |
| Net movement in Funds                                 | 113,295                                                  | 42,056                  | 155,351                                  |
| <b>CONSOLIDATED BALANCE SHEET</b>                     |                                                          |                         |                                          |
| Intangible assets                                     | 30,322                                                   | 5,554                   | 35,876                                   |
| Tangible fixed assets                                 | 1,525,724                                                | 36,502                  | 1,562,226                                |
| Net assets                                            | 1,932,955                                                | 42,056                  | 1,975,011                                |
| Restricted funds                                      | 172,223                                                  | 42,056                  | 214,279                                  |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**22 Prior year adjustment (continued)**

|                              | As previously reported<br>at 31 March 2024<br>£ | Adjustment<br>£ | As restated at<br>31 March 2024<br>£ |
|------------------------------|-------------------------------------------------|-----------------|--------------------------------------|
| <b>CHARITY BALANCE SHEET</b> |                                                 |                 |                                      |
| Intangible assets            | 30,322                                          | 5,554           | 35,876                               |
| Tangible fixed assets        | 1,525,010                                       | 36,502          | 1,561,512                            |
| Net assets                   | 1,878,289                                       | 42,056          | 1,920,345                            |
| Restricted funds             | 172,223                                         | 42,056          | 214,279                              |

**23 Contingent liability**

Included in the funds note 19 is £Nil (2024: £Nil) which relates to funding provided by Arts Council England (ACE) to carry out a capital build project and refurbishment works at Dragon Hall. The total received from ACE in respect of this project since its inception is £900,000 and £1,555,410 is the net book value of assets included in note 15, purchased partly with this funding. This balance is also included in a separate designated fund in note 19. The ACE funding requires that the terms of the deed of covenant between ACE and National Centre for Writing be adhered to for a period of 10 years from 23 Aug 2017. Any use of the building other than the agreed use (as per the lease between Norwich City Council and National Centre for Writing) must have prior written consent from ACE. If this condition is not adhered to there is potential for ACE to clawback funds provided for the capital works. In addition to this funding, National Centre for Writing also received £692,438 from ACE in the year to 31 March 2025 (2024: £681,784) in respect of Core funding £586,582 (2024: £620,602) and Strategic Projects £105,856 (2024: £61,182 ). Please see note 3 for details of all income received from ACE.

**24 Related parties**

The Trustee, Professor S Barrow, was the Pro Vice Chancellor of the University of East Anglia. Annual funding of 50,000 (2024: £27,276) was received during the year from the UEA, of which £nil was outstanding at year end (2024: £Nil).

A total payment of £Nil (2024: £67,181) was paid to UEA as the partnership settlement for Creative Online courses. An amount of £15,000 (2024: £Nil ) was accrued at the year end.

Of the £36,000 due to UEA (2024: £36,000) relating to the British Centre for Literary Translation (BCLT) funding agreement, £36,000 (2024: £27,000) has been paid with £nil outstanding at the year end (2024: £9,000). An amount of £9,000 (2024: £Nil) was accrued at the year end.

Caroline McCormick (Trustee) is a director of Achates Philanthropy Ltd. £3,280 (2024: £6,420) was paid for the provision of consultancy services. £Nil was outstanding at the year end (2024: £Nil). These amounts were paid under the authority of the Memorandum and Articles of association, as amended by Special Resolution in 2011.

No other related party transactions have occurred (2024: none).

**25 Operating lease commitments**

The charity has a lease with The City Council of Norwich for the Dragon Hall premises from which it operates. This is on a peppercorn charge of £1 per annum starting on 1 August 2015 and running until 22 October 2096. Further details surrounding the restrictions placed on the property are explained in note 23. In the year, income was received from the Council totalling £36,520 of unrestricted funding (2024: £1,000) of which to support the provision of a range of performing and media arts to the community, and pioneer collaborative projects with writers and other partners.

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# Accounts

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**Registered in England**  
**Charity No. 1110725**  
**Company No. 05242876**

**NATIONAL CENTRE FOR WRITING**

**COMPANY LIMITED BY GUARANTEE**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2024**

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**CONTENTS**

|                                                  | <b>Page</b> |
|--------------------------------------------------|-------------|
| Trustees' Report                                 | 2 - 14      |
| Audit Report                                     | 15 - 17     |
| Consolidated Statement of Financial Activities   | 18          |
| Consolidated Balance Sheet                       | 19          |
| Charity Balance Sheet                            | 20          |
| Consolidated and Charity Statement of Cash Flows | 21          |
| Notes to the Financial Statements                | 22 - 43     |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

The trustees present their report and financial statements for the year ended 31 March 2024.

**Reference and administrative information**

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Registered charity name</b> | National Centre for Writing                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Charity number</b>          | 1110725                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Company number</b>          | 05242876                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Date of registration</b>    | 27 September 2004                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Registered address</b>      | Dragon Hall<br>115 - 123 King Street<br>Norwich<br>NR1 1QE                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Trustees</b>                | Mr A Waters (Chair)<br>Professor S Barrow<br>Mrs K Clayden (Appointed 19 September 2024)<br>Ms I Dixon (Resigned 19 September 2024)<br>Ms A Domingo<br>Dr C Gribble (Resigned 2 October 2023)<br>Mr I Kalkounous (Appointed 19 September 2024)<br>Ms C M Little<br>Ms C McCormick<br>Mr J McGinnis<br>Mr J McNulty (Appointed 19 September 2024)<br>Ms N Nannar<br>Mr J Slinger<br>Ms H Wilson<br>Mr A J Yuill (Resigned 28 March 2024) |
| <b>Key Management</b>          | Dr C Gribble - CEO (until 2 October 2023)<br>P Hughes - CEO (from 2 October 2023)<br>D Barrass<br>A Salmon<br>P Sanchez<br>H Ainley                                                                                                                                                                                                                                                                                                     |
| <b>Company Secretary</b>       | Mr D Barrass                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Auditor</b>                 | Price Bailey LLP<br>Anglia House, 6 Central Avenue<br>St Andrews Business Park<br>Thorpe St Andrew<br>Norwich<br>NR7 0HR                                                                                                                                                                                                                                                                                                                |
| <b>Bankers</b>                 | National Westminster Bank plc<br>Gentleman's Walk<br>Norwich<br>NR2 1NA                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Solicitors</b>              | Mills and Reeve<br>1 St James Court<br>Whitefriars<br>NR3 1RU                                                                                                                                                                                                                                                                                                                                                                           |

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**Objectives and activities**

National Centre for Writing's objects are to promote, encourage and develop creative writing as an artistic and cultural tool and to educate the public in the appreciation of the written word in all its forms. It was initiated as a partnership between Arts Council England East, The City of Norwich, The County of Norfolk and the University of East Anglia.

National Centre for Writing's vision is to be a centre for national and international literary exchange in a world class UNESCO City of Literature. It is our mission to establish the National Centre for Writing at Dragon Hall as a creatively distinctive, nationally networked and financially resilient centre of excellence that delivers benefits to writers, literary translators, the literature sector and our physical and digital communities from an outstanding Grade 1 Listed campus in the heart of Norwich, England's first UNESCO City of Literature.

**Public Benefit**

The trustees confirm that they have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities National Centre for Writing should undertake.

The National Centre for Writing runs a varied programme of activities that covers artistic development for writers, educational work using creative writing to explore issues around freedom of expression, identity and aspiration, and local, regional, national and international work that explores the social and artistic power of creative writing and literature. Many of the programmes are free and we work hard to ensure that all our programmes are diverse, accessible and affordable (where payment is necessary).

We measure our success through five headline strategic aims:

**Aim 1. Writers and Translators:** to increase opportunities and promote resilience for early career writers and literary translators (with a focus on those from less well represented backgrounds) and support a diverse, vibrant, and risk-taking literary ecology.

**Aim 2. Learning:** to increase the range and depth of opportunities to participate in and benefit from high quality creative writing, reading and literary translation activities (with a focus on CYP in and out of school, the four wards around Dragon Hall, older people and members of the Refugee and Asylum-Seeking communities) to support self-development, wellbeing, and social engagement.

**Aim 3. Place:** to enrich the cultural, social, and economic ecology of Norwich, UNESCO City of Literature, and the New Anglia region, helping to create a better, more inclusive place to live, work and visit through events, programmes and partnerships based on our literary heritage and vibrant contemporary culture.

**Aim 4. Viability:** to create a viable and sustainable organisation through a healthy, diverse, and ambitious business model that uses our artistic, heritage and human assets to create diverse revenue streams.

**Aim 5. Operations:** to be an effective, inclusive, and accountable organisation that takes seriously inclusion, diversity, equality and antiracism across our work.

These aims are detailed in our business plan, and we report against headline targets for each aim over the course of our current business plan. Our targets cover:

- Increasing the number and diversity of writers/literary translators we support.
- Increasing the amount of work we commission.
- Ensuring the quality of work we deliver is consistently high.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2024**

- Increasing and diversifying our audience(s) and the participants in our programmes.
- Reflecting the diversity of our country in our workforce, governance, programmes, and activities.
- Increasing the visibility of Norwich as a centre of excellence and a UNESCO City of Literature.
- Ensuring our funding base is diverse and resilient.
- Reducing as far as possible our environmental impact.

As part of the Arts Council England NPO funding round (2026-26) and in light of the COVID-19 pandemic and cost of living crisis, we are working to further refine these measures and aims in the year ahead.

**Achievements and performance**

2023-24 has been a big and busy year for the organisation, as we continue to emerge from the long tail of the pandemic, grapple with cost-of-living pressures and the impacts of global conflict, impending change of government, and AI. We've been able to test and refine our business model with another year of complete operation across our artistic programming, our commercial offer, and enhanced visibility and heritage interpretation for our venue, Dragon Hall, as a destination for tourists and visitors.

This year has seen a large and significant change in our most senior leadership - the departure of our longstanding Chief Executive Chris Gribble, who left us in September 2023 to take up the role as CEO of the Forum Trust in the city. Chris led the organisation from 2006, expanding the operation from a team of 3 to a team of 20, presiding over several rebrands (New Writing Partnership > Writers Centre Norwich (2012) > National Centre for Writing (2018)), and positioning NCW as a flagship, anchor organisation for literature and writing in the UK. Peggy Hughes replaced Chris as CEO following an open, competitive recruitment process; Peggy has been in the organisation since 2017, first as Head of Programmes (2017-2022), then as Executive Director, so brings continuity to the role as well as a strong understanding of the organisation and of the wider creative and literary sectors.

There have been other changes in the team; our Communications Assistant Molly Medhurst left to pursue other avenues of interest and was replaced by Ruby Pinner. Dan Scales joined us as a manager in the development team, bringing a huge amount of skill and strategic wherewithal to that area of our work. Project funding (itemised in more detail below) facilitated the recruitment of two fixed term roles, a Heritage Engagement Coordinator and a Heritage Programme Officer, both of whom started in November 2023 (until October 2024). The decision was taken not to recruit into the Executive Director role vacated by Peggy, but capacity has been added in other key areas, including in the development function (as mentioned above) and in our UNESCO work, with Alice Kent (former director of communications with the organisation) returning to a new role 2 days per week. Head of Programme role was returned to full-time. The team continue to work within our 'working from home' policy, with everyone making themselves present in the office 80% of their contracted hours.

In 2023-24 we continue to 'learn' this building, vital as we're busier than ever before. Understanding the needs of the programme in balance with our commercial portfolio, and the demands of upkeep on the fabric of a busy, listed building continues to bring interesting challenges but feels easier with each year in which we have more consistency and continuity and a great and engaged team. As at January 2024, the building is open to the public Sundays – Wednesdays 10am-3pm, which has brought increased capacity needs.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

Programme achievements:

- UNESCO – UNESCO is a cross-cutting theme which operates at local, national and international level. Locally: we recruited Alice Kent to lead on a piece of work to write a shared UNESCO city strategy with key creative and community stakeholders; nationally – we're leading a programme of work with our counterparts in the other English Cities of Literature, Manchester, Nottingham and Exeter. Study visits to each city are underway (Norwich in November 2023, Exeter in March 2024) and a shared piece of strategic work will result. Internationally speaking, we attended the annual Cities of Literature conference in Quebec City in October 2023, and continue to act as the focal point for Norwich across all UNESCO activities.
- NCW Academy – our rebrand was rolled out in summer 2023, part of our new website launch. Funding secured in 2023-24 has enabled us to recruit a digital content coordinator to support this area of work (starts July 2024). We continue to test and scrutinise the performance of this programme in what is an increasingly competitive marketplace.
- Literature House – our programme of events and conversations continues to attract strong audience engagement. Highlights across 2023-24 included Booker-prize winner Eleanor Catton; our annual Martineau lecture commission delivered by award-winning Guardian journalist Charlotte Higgins; events with Gavin Francis, Don Paterson, Will Harris and Caleb Azumah Nelson. A partnership with UEA on their Mellon-funded 'Towards a New Centre for Poetry' included hosting an event with poets Gail McConnell, Anthony Vahni Capildeo, Joelle Taylor and Jay Bernard at Dragon Hall.
- Stepping into Dragon Hall – behind our programme of capital and re-engagement with Dragon Hall, we invited the public to help us re-imagine and re-tell the stories of the space; our Story Maker programme produced several new ways of looking at Dragon Hall, from songs to poems to guided trails!
- Our Residencies programme continues to be very busy, with writers and translators in residence from all over the world as well as closer to home, including Csilla Toldy, Santanu Bhattacharya, Margot Douaihy, Anam Zafar, Yeonju Lee and Elhum Shakerifar.
- Talent development: our Escalator programme for writers in the region supported 8 emerging writers; our Emerging Translator Mentorship programme developed 13 new translators on their path to sustainable careers, working across languages including Japanese, Polish, Korean, and Arabic. Our Literary Translation Centre programme at London Book Fair in April 2023 provided insight into the craft and business of the translation sector. Our International Literature Exchange programme (January-March 2024) supported 35 literature professionals to have a global conversation about the challenges, opportunities, and trends in our sector.

Audiences:

- We launched our new website in July 2023; the result of months of hard work led by our comms team. We have seen increased traffic and a positive impact to our income generation via ticket sales and donations made easier thanks to an enhanced user experience and better navigation.
- Our podcast continues to see 10,000 listens per month (approx. 120,000 across the period 2023-24)
- We expanded our social media presences across all platforms.
- We enticed audiences back into Dragon Hall; our dynamic seasonal brochure provides a colourful window onto our many creative activities, and street signage, and enhanced advocacy and word of mouth via our networks is seeing increased footfall.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

Community:

- We strengthened our relationship with our local communities, via presence at the King Street Neighbours meetings; via local businesses neighbourhood partnership network; through our attendance at the Dean's Breakfast, and through engagement with our Community Advisory Board (consisting of a range of stakeholders with ambassadorial functions within their communities and neighbourhoods)
- Our community and wellbeing programme is being delivered by our ARU Vice Chancellor's PhD Scholarship candidate, Dominique De-Light, who started with us in autumn 2023; she has been leading on our work with our older participants.
- We have built strong links with New Routes Integration Partnership, and the Zainab Project, to better support our local refugee and asylum-seeking communities with free creative activity to forge belonging and civic connection; we're preparing an application to become an Arts Centre of Sanctuary, part of the City of Sanctuary network.

Dragon Hall:

- We undertook a quinquennial survey of the building, which will lead to a costed plan of essential and ongoing maintenance and repair.
- Funding from the National Lottery Heritage Fund, Wolfson Foundation and Arts Council England has allowed us to reinvent Dragon Hall for the 21<sup>st</sup> century, to make the venue more physically accessible; to animate the spaces as creative workshop and writers' spaces; to refurbish our commercial kitchen and make it fit for community use; to recruit and train a cohort of 40+ volunteers to assist in opening the venue; and to produce new heritage interpretation resources (print, info boards, guided audio trails, digital screens).
- Refreshed commercial strategy, new Dragon Hall branding and marketing assets, delivered by a new member of staff dedicated to commercial activity smashed target for 2023-24 with our busiest commercial year to date, producing a surplus of 50k (against target of 37k)
- We began to introduce opportunities for secondary spend, with a light touch internal bar provision, tap to donate points, and a few merch lines forthcoming.

Recruitment, development, and governance:

- Successfully reported against targets in our Arts Council England NPO 23 – 26 funding year one
- Longstanding board trustee Andrew Yuill stepped down in December 2023 – we thank him for his commitment and support over many years!
- The development team secured several new funders for us, and repeat support from for instance the Linbury Trust (for our work with refugee and asylum-seeking communities and older people)

**Financial review**

Total income amounted to £1,560,736 (2023: £1,211,437) and, after incurring expenditure of £1,447,441 (2023: £1,601,434), the funds increased by £113,295 (2023: decreased by £389,997). Unrestricted funds decreased by £32,409 (2023: increased by £74,783) and restricted funds increased by £145,704 (2023: decreased by £315,214). At 31 March 2024 unrestricted funds totalled £1,760,734 (2023: £1,793,143) and restricted funds £172,221 (2023: £26,517).

**Reserves policy**

The trustees have established a policy whereby free reserves held by the charity should represent four months of total overheads, which amounts to approximately £240k. They consider that this level of reserves is required to cover the charity's full range of activities and obligations. The reserves policy is discussed at each board meeting.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

Free reserves, represented by unrestricted funds less designated funds and fixed assets, amounted to £238,206 at 31 March 2024 (2023: £209,629). Restricted fund balances amounted to £172,223 (2023: £26,515). Designated funds amounted to £1,522,446 (2023: £1,589,270) being the Strategic Reserve, ACE NPO Uplift Fund and the Fixed Asset Improvement Fund.

**Going concern**

FY 2023-24 was the first year of our new, three (potentially four) year, Arts Council England National Portfolio funding agreement for £586,582 per year. This includes £79,006 per annum to deliver new work. This is the core element of our financial sustainability and a vote of confidence from our key funder.

Our other key long-term core funders are the University of East Anglia and Norwich City and Norfolk County Councils. This combined additional £66,462k funding (2023/24 level) continues to be an important element of our core funding that will see us build on our long-term relationship over the coming years.

Commercial income, including wedding venues and hires, is accounted for through our trading subsidiary– NCW Commercial Ltd. The profits/surpluses going through this company are gift aided back to the charity. This activity has been successfully rebuilt after COVID. It contributed £54,665k to our core funds in FY 2023-24 and will be an important part of our overall core funding going forward.

Work on our capital project – funded by ACE, Wolfson Foundation and a range of smaller trusts and foundations, continues. This funding is for: physical capital works focusing on access, renovation of parts of our heritage building, improved catering facilities, and digital capital work that enabled us to launch our new website and invest in our NCW Academy portfolio. The aim of this work is to enable us to increase and diversify our audiences as well as to increase commercial revenues through our creative writing programmes. The programme is funded through to October 2025.

We made a successful bid to the Linbury Trust. Their funding, through to December 2025, will enable us to support engagement opportunities for older people and Refugee & Asylum Seekers in Norwich through free to access activities around storytelling, Norwich's heritage and creative writing.

We also have successfully obtained key funding for a three year, £190k programme to fund investment in our NCW Academy programme. The investment will be in staff resource focusing on digital marketing and content co-ordination, as well as funding for commissioning of content, marketing, and digital production.

During the FY 2023 – 24 year and as an ongoing outcome from COVID and recent inflationary pressures, we continue to be concerned about and to closely monitor the reliability of audiences booking and attendance habits.

**Principal funding sources**

The principal funding sources for the charity are currently by way of grant income from Arts Council England East, University of East Anglia, Norwich City Council and Norfolk County Council.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2024**

**Plans for future period**

We're looking ahead to several key anniversaries on the near horizon – 600 years of Dragon Hall in 2027 and ten years of NCW in 2028. We are devising a large strategic funding bid to support programme in this area, with plans to submit for an Arts Council England National Significant Projects grant, as well as future plans to develop other parts of Dragon Hall.

An audio booth for podcasting and audio book creation will be installed in autumn 2024; the intention is for every part of the building to be in animation by and for writers, translators and readers.

Our board development work continues, with the recruitment of several new trustees (Kim Clayden, Jeremy McNulty and Ioannis Kalkounos).

A key strategic piece of work on our Theory of Change and organisational evaluation framework is now underway, led by Achates Consultancy and key members of the SMT and senior team.

Our four strategic priority clusters continue to drive us forward over the 2023-26 period, all of which have our audiences – writers, translators, children, young people and families, community groups, event attendees, as well as partners and stakeholders – at their heart.

The Literature House

The **Literature House** is the physical centrepiece of Norwich UNESCO City of Literature, a place of storytelling and story making dedicated to the development of writing, to supporting new and emerging writers and literary translators, and the power of words and ideas to connect communities and shape our futures. A venue for literature that is nationally networked and resilient has always been central to the vision for NCW at Dragon Hall, and, following the complications and closure brought about by COVID, was realised in 2023-24 thanks to a second stage small capital project; building on the capital work completed in 2018, we have enhanced the visitor, audience, and participant experience to Dragon Hall, ensuring it is a 21<sup>st</sup> century literature house, fit for the future and open to all.

'Stepping into Dragon Hall'

Dragon Hall is a vital part of Norwich's Medieval heritage, thought to be unique in Northern Europe for being the work and property of single merchant, Robert Toppes (rather than the collaborative work of a Guild, as was more usual). Previously a museum operated by Dragon Hall Volunteers, owned by Norwich City Council, and supported by Norfolk County Museum Services that was open to the public three days per week for tourism, group tours and school visits, NCW have been the custodians of Dragon Hall since 2015. 'Stepping into Dragon Hall' is a multi-faceted programme of capital, programme, digital and interpretation work which sits at the centrepiece of our ambitions for NCW's work within our medieval setting, our commitment to Dragon Hall's history, and recognises the need for the building's heritage to be better understood and in more harmonious alignment with NCW's story.

NCW Academy

NCW's commitment to nurturing and supporting new and emerging talent and creative enterprise of writers is delivered through our NCW Academy programme, a year-round programme of professional development and lifelong learning courses, resources, workshops, mentoring and opportunities, both online and in person, aimed at new and emerging writers and those interested in writing. This work is central to our mission as an engine for writer development outside of London, as well as a vital revenue stream for NCW.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

Norwich UNESCO City of Literature

Norwich was designated as England's first City of Literature in 2012. This status connects Norwich to an international network of over 40 other literary cities, creates opportunities to build partnerships and deliver creative projects, and to share best practice with a global network of UNESCO Creative Cities. We will deliver a new ten-year strategy with city partners for June 2025, to ensure the designation is understood as a shared endeavour and an opportunity for the whole city to contribute and to use it as a positive platform and shared narrative. Our City of Literature programme of events, commissions, international residencies, and extraordinary and innovative partnerships will share new ideas. We'll connect Norwich to the world and through a new NCW-led marketing campaign support the visitor economy and Norwich as a centre for excellence and innovation.

**Trustees**

Trustees who served during the year and up to the date of this report are set out on page 1.

**Structure, governance, and management**

**Governing document**

National Centre for Writing is a charitable company limited by guarantee, incorporated on 27 September 2004 and registered as a charity on 4 August 2005. The company is governed by its Memorandum and Articles of Association as amended on 22 June 2005, 24 April 2006, 3 June 2008, 3 March 2009 and 7 June 2011. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

**Recruitment and appointment of trustees**

The charity aims to recruit trustees with a wide range of business and sector experience from which the charity will benefit. It is intended to increase the number of trustees to not more than 12 as suitable candidates become available. The quorum is set at six.

**Trustee induction and training**

New trustees are provided with copies of:

- The Memorandum and Articles of Association
- The latest accounts of the charity and are encouraged to read Charity Commission guidance notes CC3 - "The Essential Trustee: What you need to know, what you need to do"

New trustees are invited to visit the offices of the National Centre for Writing to meet all staff and project workers and to learn more about the day to day running of the organisation. In addition, trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

**Risk management**

Our principle strategic risks relate to our five strategic aims as an organisation:

1. **Art:** Failure to maintain high quality standard of artistic programme and audience development, or to balance our delivery against audience need and expectation, on the local/national/international level, for audiences both in person and online. We will mitigate this by ensuring strong vision, mission and aims. Ensuring success measures in place to monitor and evaluate to determine impact and success. Ensuring we have the capacity and skills to programme and deliver.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2024**

2. **Learning:** Failure to develop a strong learning and participation programme and engage with the communities of interest and place identified in our strategies. Failure to provide relevant, regular contact and content for our learning communities, in and out of school and HE settings. We will mitigate this by building strong relationships with our local communities via our community advisory board (est. 2022), ensuring our priorities are well-understood by the team, and monitoring our delivery against target and commitments.
3. **Place:** Failure to embed our aims, activities, and partnerships within key local, regional, and national strategies. Failure to communicate our work or UNESCO status in a meaningful way at local level. We will mitigate this working with key partners in our City, LEP Region, Arts Council and sector nationally and internationally to maintain the presence of NCW and Norwich.
4. **Sustainability and Viability:** Dependency on key stakeholder income. Loss of or reduction in key stakeholder income. Failure to secure sufficient contributed project funding due to increased competition for trusts and foundation funding and the unknown risks surrounding EU funds. Not securing commercial income levels due to insufficient commercial hires. We will mitigate this by maintaining close links with stakeholders to ensure that activity meets their agenda. Ensure fundraising plan (contributed and earned) is up to date and reviewed regularly. Increasing generation of unrestricted funding from other sources – including increased levels of income from commercial activities, revenue funding and the NCW Academy programme. Increased development activity within the team to meet new challenges in this area.
5. **Operational:** Inadequate operational, management, governance and reporting mechanisms. We will mitigate this by regularly reviewing and improving our operational capacity using training, development, and sound line management; testing our finance and audit compliance and health by changing auditors; revising Board subgroup working; maintaining reporting mechanisms for key stakeholders as well as statutory requirements.

The trustees confirm that the major risks to which the charity is exposed have been identified, reviewed, and assessed in order for systems to be established to mitigate those risks. To which, aligned with our Arts Council England funding agreement, we have revised risk our register protocol going forward:

- the Board now receives a full risk register within the board pack for each board meeting, with a verbal update from the CEO on any exception reporting,
- the Board will undertake a full annual review of the risk register at our September board meeting,
- the Finance, Audit & Resources sub-group will undertake a full review twice a year,
- SMT will review the risk register quarterly and in advance of each board meeting (ie in March, July, Sept & Dec).

### **Environmental impact**

NCW is committed to reducing our environmental impact, increasing our sustainability, and creating a forum for discussion to bring environmental concerns and the climate crisis conversation to a wider public.

We monitor our carbon footprint through Arts Council England's Julie's Bicycle platform, and the Investment Principles framework. We report annually on both to our board, via the work of our Greener Organisation Group.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2024**

We are currently working to improve our environmental performance, to ensure that our monitoring procedures are robust, and to undergo an appropriate accreditation – Norfolk & Suffolk Carbon Charter for instance – which recognises our environmental efforts and holds us to account.

Greener Organisation Group

Our 'Greener Organisation Group' is a cross-departmental team of staff who champion sustainability throughout the year, attending workshops, liaising with sector peers, communicating issues and the latest thinking across the organisation. The Greener Organisation Group ensures that environmental matters are considered at every stage of activity to help identify where changes can be made, however small, to reduce our impact.

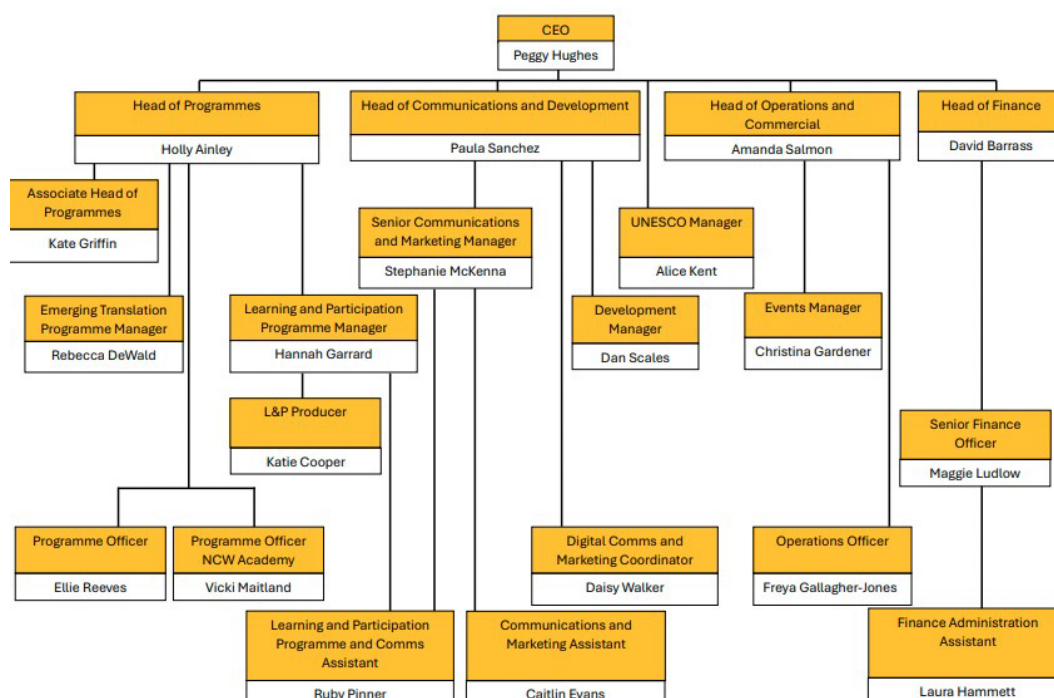
Our key green actions to date include monitoring and reducing our waste where we can across all areas of our operation; using green suppliers and utilities; carefully considering and monitoring our approaches to transport in our team and artist travel; using our platform to create events and programmes that inform and challenge audiences on topics relating to the environment and the climate crisis and delivering our work in environmentally responsible ways.

**Pay policy for key management personnel**

The Board of Directors, who are the Charity's Trustees and the senior management team comprise the key management personnel of the charity in charge of directing, controlling, running, and operating the charity on a day-to-day basis. The directors give their time freely. Details of director's expenses and related party transactions are disclosed in note 16 to the accounts. The pay of senior staff is reviewed annually, and any increases are decided upon considering the cost-of-living increase.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2024**

## Organisational structure



At present the Board consists of 10 trustees who meet four times a year. The Chief Executive, Peggy Hughes, is appointed by the trustees. She is responsible for strategic planning and refers her ideas to the Board for endorsement and authorisation. The Board has two formal subgroups:

1. Finance Audit & Resources: Kim Clayden, James Slinger, Peggy Hughes Cath Little.
2. Programme and Mission: Nina Nannar, Isobel Dixon, Chris Gribble, Jarred McGinness.

The FA&R and PaM subgroups meet four times per year. Each subgroup reports back to the Board. There were 10 full time members of staff over the financial year and 12 part time members of staff.

## Fundraising standards information

The trustees support raising funds from the public in relation to support of our diverse literary programme and maintenance of our heritage building. No professional fundraisers or third-party commercial participators are used. The charity is registered with the Fundraising Regulator. There have been no complaints about fundraising activity this year.

The charity has signed up to the Fundraising Regulator's Code of Fundraising Practice. All fundraising guidance and working practices have been or are being updated so that they are compliant.

All direct marketing is undertaken by the charity to ensure it is not unreasonably intrusive or persistent and is only sent to recipients who have engaged with the charity. All marketing material or information sent from the charity contains clear instructions on how a person can be removed from the mailing lists and is GDPR compliant.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2024**

**Trustees' responsibilities statement**

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' 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 charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the applicable Charities SORP 2015 (FRS102);
- make judgments and accounting estimates that are reasonable and prudent.
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Auditor**

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2024**

**Small company provisions**

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

The trustees' annual report was approved on 10 Dec 2024 and signed on behalf of the board of trustees by:

*Alan Waters*

Alan Waters (Tue, 10th Dec 2024 11:03:55)

**Mr A Waters (Chair)**

Trustee

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL CENTRE FOR WRITING**

### **Opinion**

We have audited the financial statements of National Centre for Writing (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Charity Balance Sheet, Consolidated and Charity Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2024, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL CENTRE FOR WRITING (CONTINUED)**

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report or from the requirement to prepare a strategic report.

### **Responsibilities of Trustees**

As explained more fully in the trustees' responsibilities statement on page 13, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable group and company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
NATIONAL CENTRE FOR WRITING (CONTINUED)**

**Auditor's responsibilities for the audit of the financial statements (continued)**

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations. This included those regulations directly related to the financial statements. In relation to the charitable company this included GDPR, health and safety, employment law and financial reporting. We communicated the identified laws and regulations with the audit team and remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- Enquiry of management around actual and potential litigation and claims, and any known instances of non-compliance.
- Reviewing minutes of Trustee and Finance, Audit & Risk Committee meetings;
- Reviewing legal costs for evidence of any undisclosed litigation or claims;
- Reviewing correspondence with Charity Commission, where relevant;
- Testing journal entries and other adjustments for appropriateness and reviewing accounting estimates for evidence of management bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Aaron Widdows ACA FCCA**  
**Senior Statutory Auditor**  
**For and on behalf of Price Bailey LLP**  
**Chartered Accountants and Statutory Auditors**  
Anglia House, 6 Central Avenue  
St Andrews Business Park  
Thorpe St Andrew  
Norwich, Norfolk  
NR7 0HR

Date: 17 December 2024

**NATIONAL CENTRE FOR WRITING**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

|                                                                | Notes | Unrestricted<br>Funds 2024<br>£ | Restricted<br>Funds 2024<br>£ | Total Funds<br>2024<br>£ | Total Funds<br>2023<br>£ |
|----------------------------------------------------------------|-------|---------------------------------|-------------------------------|--------------------------|--------------------------|
| <b>INCOME</b>                                                  |       |                                 |                               |                          |                          |
| Donations and legacies                                         | 2     | 30,006                          | 147,282                       | 177,288                  | 215,337                  |
| Charitable activities                                          | 3     | 954,879                         | 279,263                       | 1,234,142                | 920,779                  |
| Other trading activities                                       | 4     | 138,594                         | 758                           | 139,352                  | 69,310                   |
| Investment income                                              | 5     | 9,954                           | -                             | 9,954                    | 6,011                    |
| <b>TOTAL INCOME</b>                                            |       | <b>1,133,433</b>                | <b>427,303</b>                | <b>1,560,736</b>         | <b>1,211,437</b>         |
| <b>EXPENDITURE</b>                                             |       |                                 |                               |                          |                          |
| Costs of raising funds                                         | 6     | (134,821)                       | -                             | (134,821)                | (91,563)                 |
| Charitable activities                                          | 7     | (998,859)                       | (313,761)                     | (1,312,620)              | (1,509,871)              |
| <b>TOTAL EXPENDITURE</b>                                       |       | <b>(1,133,680)</b>              | <b>(313,761)</b>              | <b>(1,447,441)</b>       | <b>(1,601,434)</b>       |
| <b>NET (EXPENDITURE) / INCOME<br/>BEFORE TRANSFER OF FUNDS</b> |       | <b>(247)</b>                    | <b>113,542</b>                | <b>113,295</b>           | <b>(389,997)</b>         |
| Transfers between funds                                        | 19    | (32,162)                        | 32,162                        | -                        | -                        |
| <b>NET MOVEMENT IN FUNDS</b>                                   |       | <b>(32,409)</b>                 | <b>145,704</b>                | <b>113,295</b>           | <b>(389,997)</b>         |
| <b>RECONCILIATION OF FUNDS</b>                                 |       |                                 |                               |                          |                          |
| Total funds at 31 March 2023                                   |       | <b>1,793,143</b>                | <b>26,517</b>                 | <b>1,819,660</b>         | <b>2,209,658</b>         |
| <b>TOTAL FUNDS 31 March 2024</b>                               |       | <b>1,760,734</b>                | <b>172,221</b>                | <b>1,932,955</b>         | <b>1,819,661</b>         |

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

The notes on pages 22 to 43 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING**  
**REGISTERED NUMBER: 05242876**  
**CONSOLIDATED BALANCE SHEET**  
**AT 31 MARCH 2024**

|                                                | Notes | £                | 2024<br>£               | £                | 2023<br>£               |
|------------------------------------------------|-------|------------------|-------------------------|------------------|-------------------------|
| <b>FIXED ASSETS</b>                            |       |                  |                         |                  |                         |
| Intangible assets                              | 14    |                  | 30,322                  |                  | 28,500                  |
| Tangible fixed assets                          | 15    |                  | <u>1,525,724</u>        |                  | <u>1,556,357</u>        |
|                                                |       |                  | 1,556,046               |                  | 1,584,857               |
| <b>CURRENT ASSETS</b>                          |       |                  |                         |                  |                         |
| Debtors                                        | 17    | 175,952          |                         | 47,473           |                         |
| Cash at bank and in hand                       |       | <u>444,239</u>   |                         | <u>480,910</u>   |                         |
|                                                |       | 620,191          |                         | 528,383          |                         |
| Creditors: Amounts falling due within one year | 18    | <u>(243,282)</u> |                         | <u>(293,580)</u> |                         |
| <b>NET CURRENT ASSETS</b>                      |       |                  | <u>376,909</u>          |                  | <u>234,803</u>          |
| <b>NET ASSETS</b>                              |       |                  | <u><u>1,932,955</u></u> |                  | <u><u>1,819,660</u></u> |
| <b>FUNDS OF THE CHARITY</b>                    |       |                  |                         |                  |                         |
| Restricted funds                               | 19    |                  | 172,223                 |                  | 20,761                  |
| Unrestricted funds                             | 19    |                  | 1,760,732               |                  | 1,798,899               |
| <b>TOTAL CHARITY FUNDS</b>                     | 19    |                  | <u><u>1,932,955</u></u> |                  | <u><u>1,819,660</u></u> |

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

The financial statements were approved by the Trustees on 10 Dec 2024..... and are signed on their behalf by:

*Alan Waters*

Alan Waters (Tue, 10th Dec 2024 11:03:55 GMT)

**Mr A Waters**

(Chair of Trustees)

The notes on pages 22 to 43 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING**  
**REGISTERED NUMBER: 05242876**  
**CHARITY BALANCE SHEET**  
**AT 31 MARCH 2024**

|                                                | Notes | £                | 2024<br>£               | £                | 2023<br>£               |
|------------------------------------------------|-------|------------------|-------------------------|------------------|-------------------------|
| <b>FIXED ASSETS</b>                            |       |                  |                         |                  |                         |
| Intangible assets                              | 14    |                  | 30,322                  |                  | 28,500                  |
| Tangible fixed assets                          | 15    |                  | 1,525,010               |                  | 1,555,314               |
| Investments                                    | 16    |                  | <u>1</u>                |                  | <u>1</u>                |
|                                                |       |                  | 1,555,333               |                  | 1,583,815               |
| <b>CURRENT ASSETS</b>                          |       |                  |                         |                  |                         |
| Debtors                                        | 17    | 165,326          |                         | 41,222           |                         |
| Cash at bank and in hand                       |       | <u>328,206</u>   |                         | <u>387,736</u>   |                         |
|                                                |       | 493,532          |                         | 428,958          |                         |
| Creditors: Amounts falling due within one year | 18    | <u>(170,576)</u> |                         | <u>(207,113)</u> |                         |
| <b>NET CURRENT ASSETS</b>                      |       |                  | <u>322,956</u>          |                  | <u>221,845</u>          |
| <b>NET ASSETS</b>                              |       |                  | <u><u>1,878,289</u></u> |                  | <u><u>1,805,660</u></u> |
| <b>FUNDS OF THE CHARITY</b>                    |       |                  |                         |                  |                         |
| Restricted funds                               | 19    | 172,223          |                         | 26,517           |                         |
| Unrestricted funds                             | 19    | 1,706,066        |                         | 1,779,143        |                         |
| <b>TOTAL CHARITY FUNDS</b>                     | 19    |                  | <u><u>1,878,289</u></u> |                  | <u><u>1,805,660</u></u> |

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

10 Dec 2024

The financial statements were approved by the Trustees on ..... and are signed on their behalf by:

*Alan Waters*

Alan Waters (Tue, 10th Dec 2024 11:03:55 GMT)

**Mr A Waters**  
(Chair of Trustees)

The notes on pages 22 to 43 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING**

**CONSOLIDATED AND CHARITY STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2024**

|                                                       | <b>Group<br/>2024<br/>£</b> | <b>Charity<br/>2024<br/>£</b> | <b>Group<br/>2023<br/>£</b> |
|-------------------------------------------------------|-----------------------------|-------------------------------|-----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>           |                             |                               |                             |
| Net (expenditure)                                     | 113,295                     | 72,719                        | (389,997)                   |
| <u>Adjustments for:</u>                               |                             |                               |                             |
| Depreciation of tangible fixed assets                 | 51,283                      | 50,954                        | 57,251                      |
| Amortisation of intangible fixed assets               | 5,573                       | 5,573                         |                             |
| Other interest receivable and similar income          | (9,954)                     | (9,954)                       | (6,011)                     |
| Increase in debtors                                   | (128,479)                   | (124,194)                     | 36,361                      |
| Decrease in creditors                                 | (50,298)                    | (36,537)                      | 50,958                      |
| Net cash from operating activities                    | <u><b>(18,580)</b></u>      | <u><b>(41,439)</b></u>        | <u><b>(251,438)</b></u>     |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>           |                             |                               |                             |
| Interest received                                     | 9,954                       | 9,954                         | 6,011                       |
| Purchase of tangible and intangible assets            | (42,243)                    | (42,243)                      | (80,587)                    |
| Loss on disposal of tangible assets                   | 14,198                      | 14,198                        | -                           |
| Net cash spent on investing activities                | <u><b>(18,091)</b></u>      | <u><b>(18,091)</b></u>        | <u><b>(74,576)</b></u>      |
| <b>NET DECREASE IN CASH AND CASH EQUIVALENTS</b>      | (36,671)                    | (59,530)                      | (326,014)                   |
| <b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b> | <u>480,910</u>              | <u>387,736</u>                | <u>806,924</u>              |
| <b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>       | <u><u>444,239</u></u>       | <u><u>328,206</u></u>         | <u><u>480,910</u></u>       |

The net debt note is included in note 21

The notes on pages 22 to 43 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**1 ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**(a) General information**

The charity is a private company limited by guarantee, incorporated in England and Wales under the Companies Act 2006. It is also a registered charity in England and Wales. The registered office address is Dragon Hall, 115-123 King Street, Norwich, NR1 1QE.

The Charity is a company limited by guarantee and does not have share capital. The members of the Charity total 10 (2023: 12) and have guaranteed that in the event of the Charity being wound up during their membership or one year thereafter, each would contribute to the assets of the Charity a sum not exceeding £1 (2023: £1).

**(b) Basis of preparation**

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) (effective 1 January 2019) - Charities SORP (FRS 102) (effective 1 January 2019) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are prepared in pounds sterling, which is the functional currency of the entity, and rounded to the nearest £1. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

**(c) Group financial statements**

The financial statements have been prepared for the group of which National Centre for Writing is the ultimate parent charitable company. The financial statements consolidate the accounts of NCW Commercial Ltd, its subsidiary undertaking ('subsidiary') on a line by line basis. A separate Statement of Financial Activities has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. A summary of the financial performance of the subsidiary has been included in note 16.

**(d) Going Concern**

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. In particular, the Trustees have carefully considered all available information about the effect of inflationary pressures on the finances and operations of the Charity for 12 months from the time of approving these financial statements. The Trustees have had regard to information from budgets and forecasts for income, expenditure and cash-flow, including the availability of unrestricted funds and reserves.

FY 2023-24 was the first year of our new, three (potentially four) year, Arts Council England National Portfolio funding agreement for £586,582 per year. This includes £79,006 per annum to deliver new work. This is the core element of our financial sustainability and a vote of confidence from our key funder. Our other key long-term core funders are the University of East Anglia and Norwich City and Norfolk County Councils. This combined additional £66,462 funding (2023/24 level) continues to be an important element of our core funding that will see us build on our long-term relationship over the coming years.

We also secured a five-year funding agreement with University of East Anglia at the end of FY 22-23 that will see us build on our long term relationship over the coming years. Our funding from Norwich City Council remained in place – at a slightly reduced rate – and our application for support from Norfolk County Council was once again successful.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**1 ACCOUNTING POLICIES (continued)**

**(d) Going Concern (continued)**

Commercial income, including wedding venues and hires, is accounted for through our trading subsidiary– NCW Commercial Ltd. The profits/surpluses going through this company are gift aided back to the charity. This activity has been successfully rebuilt after COVID. It contributed £54,665 to our core funds in FY 2023-24 and will be an important part of our overall core funding going forward.

Work on our capital project – funded by ACE, Wolfson Foundation and a range of smaller trusts and foundations, continues. This funding is for: physical capital works focusing on access, renovation of parts of our heritage building, improved catering facilities, and digital capital work that enabled us to launch our new website and invest in our NCW Academy portfolio.

We made a successful bid to the Linbury Trust. Their funding, through to December 2025, will enable us to support engagement opportunities for older people and Refugee & Asylum Seekers in Norwich through free to access activities around storytelling, Norwich's heritage and creative writing.

We also have successfully obtained key funding for a three year, £190k programme to fund investment in our NCW Academy programme. The investment will be in staff resource focusing on digital marketing and content co-ordination, as well as funding for commissioning of content, marketing, and digital production.

As a result, the Trustees consider that the budgeted income and expenditure is sufficient with the level of reserves for the Charity to be able to continue as a going concern.

**(e) Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the purposes of the charity. Designated funds are unrestricted funds earmarked by the trustees for specific purposes. Restricted funds are subjected to restrictions on their expenditure imposed by the donor. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements.

**(f) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities. The following specific policies are applied to particular categories of income:

- Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the period. Any amounts of Gift Aid not received by the period end are accounted for in income and accrued income in debtors.
- Donated services and facilities are included at the value to the charity, being the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market.
- Where legacies have been notified to the charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material.
- Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank.
- Income from charitable trading activity is accounted for when earned.
- Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.



**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**1 ACCOUNTING POLICIES (continued)**

**(k) Investments**

Investments are a form of basic financial instrument and in the current year relate to the shares in the trading subsidiary which is carried at cost.

**(l) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

**(m) Cash at bank and in hand**

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

**(n) Pension scheme**

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

**(o) Creditors**

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

**(p) Operating lease agreements**

Operating leases are recognised over the period of which the lease falls due. Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

**(q) Taxation**

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**(r) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of fixed assets which are measured at cost less depreciation. Included in financial assets are trade debtors, accrued income and the bank balance. Prepayments are not considered to be financial assets. Included in financial liabilities are trade creditors, accruals, deferred income and other creditors.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

| <b>2</b> | <b>DONATIONS AND LEGACIES</b>            | <b>Unrestricted<br/>Funds</b>                | <b>Restricted<br/>Funds</b>                | <b>Total</b>                |
|----------|------------------------------------------|----------------------------------------------|--------------------------------------------|-----------------------------|
|          |                                          | <b>2024<br/>£</b>                            | <b>2024<br/>£</b>                          | <b>2024<br/>£</b>           |
|          | Donations and grants                     | <u>30,006</u>                                | <u>147,282</u>                             | <u>177,288</u>              |
|          |                                          | <b>2023<br/>£</b>                            | <b>2023<br/>£</b>                          | <b>2023<br/>£</b>           |
|          | Donations and grants                     | <u>25,622</u>                                | <u>189,715</u>                             | <u>215,337</u>              |
| <b>3</b> | <b>INCOME FROM CHARITABLE ACTIVITIES</b> | <b>Unrestricted<br/>Funds<br/>2024<br/>£</b> | <b>Restricted<br/>Funds<br/>2024<br/>£</b> | <b>Total<br/>2024<br/>£</b> |
|          | Box Office receipts                      | 6,503                                        | -                                          | 6,503                       |
|          | Course/ Workshop fees                    | 1,551                                        | 2,051                                      | 3,602                       |
|          | Producer fees and partner contributions  | 35,895                                       | 204,989                                    | 240,884                     |
|          | Norwich City Council                     | 34,020                                       | 1,000                                      | 35,020                      |
|          | Norfolk County Council                   | 7,442                                        | -                                          | 7,442                       |
|          | University of East Anglia                | 27,276                                       | -                                          | 27,276                      |
|          | Arts Council England East                | 586,582                                      | 61,182                                     | 647,764                     |
|          | New Anglia LEP                           | -                                            | 10,041                                     | 10,041                      |
|          | Creative Arts East                       | 18,115                                       | -                                          | 18,115                      |
|          | NCW Academy                              | 233,599                                      | -                                          | 233,599                     |
|          | Other                                    | 3,896                                        | -                                          | 3,896                       |
|          |                                          | <u>954,879</u>                               | <u>279,263</u>                             | <u>1,234,142</u>            |
|          |                                          | <b>2023<br/>£</b>                            | <b>2023<br/>£</b>                          | <b>2023<br/>£</b>           |
|          | Box office receipts                      | 6,630                                        | -                                          | 6,630                       |
|          | Course / workshop fees                   | 26,249                                       | 1,600                                      | 27,849                      |
|          | Producer fees and partner contributions  | 12,004                                       | 29,669                                     | 41,673                      |
|          | Creative Writing Online                  | 188,860                                      | 238                                        | 189,098                     |
|          | Norwich City Council                     | 37,800                                       | -                                          | 37,800                      |
|          | Norfolk County Council                   | 7,442                                        | -                                          | 7,442                       |
|          | University of East Anglia                | 50,000                                       | -                                          | 50,000                      |
|          | Arts Council England East                | 507,576                                      | 20,384                                     | 527,960                     |
|          | New Anglia LEP                           | -                                            | 13,254                                     | 13,254                      |
|          | Creative Arts East                       | 15,385                                       | -                                          | 15,385                      |
|          | Other                                    | 3,688                                        | -                                          | 3,688                       |
|          |                                          | <u>855,634</u>                               | <u>65,145</u>                              | <u>920,779</u>              |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**3 INCOME FROM CHARITABLE ACTIVITIES (continued)**

|                                                                                 | <b>2024</b> | <b>2023</b> |
|---------------------------------------------------------------------------------|-------------|-------------|
| Government grants included in income from charitable activities are as follows: |             |             |
| Arts Council England                                                            | 681,784     | 527,960     |
| University of East Anglia                                                       | 27,276      | 50,000      |
| Norfolk County Council                                                          | 7,442       | 7,442       |
| Norwich City Council                                                            | 1,000       | 37,800      |
| New Anglia LEP                                                                  | 10,041      | 13,254      |

Apart from the Arts Council England funding, there are no unfulfilled conditions at year end relating to these grants (2023: none). Please see note 22 for the conditions around the Arts Council England  
In addition, with regards the Norwich City Council, the charity has a peppercorn lease in place and more details are provided in note 21.

**4 OTHER TRADING ACTIVITIES**

|                                    | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>   |
|------------------------------------|-------------------------------|-----------------------------|----------------|
|                                    | <b>2024</b>                   | <b>2024</b>                 | <b>2024</b>    |
|                                    | <b>£</b>                      | <b>£</b>                    | <b>£</b>       |
| Membership and subscription income | 1,640                         | -                           | 1,640          |
| Book and merchandise Sales         | 876                           | 588                         | 1,464          |
| Venue Hire and catering income     | 136,078                       | 170                         | 136,248        |
| Total trading income               | <u>138,594</u>                | <u>758</u>                  | <u>139,352</u> |
|                                    | <b>2023</b>                   | <b>2023</b>                 | <b>2023</b>    |
|                                    | <b>£</b>                      | <b>£</b>                    | <b>£</b>       |
| Membership and subscription income | 1,246                         | -                           | 1,246          |
| Book and merchandise Sales         | 251                           | 1,055                       | 1,306          |
| Venue Hire and catering income     | 66,659                        | 99                          | 66,758         |
| Total trading income               | <u>68,156</u>                 | <u>1,154</u>                | <u>69,310</u>  |

**5 INVESTMENT INCOME**

|                        | <b>Unrestricted<br/>Funds</b> | <b>Total<br/>Funds</b> |
|------------------------|-------------------------------|------------------------|
|                        | <b>2024</b>                   | <b>2024</b>            |
|                        | <b>£</b>                      | <b>£</b>               |
| Bank interest received | <u>9,954</u>                  | <u>9,954</u>           |
|                        | <b>2023</b>                   | <b>2023</b>            |
|                        | <b>£</b>                      | <b>£</b>               |
| Bank interest received | <u>6,011</u>                  | <u>6,011</u>           |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**6 COSTS OF RAISING FUNDS**

|                                       | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>   |
|---------------------------------------|-------------------------------|-----------------------------|----------------|
|                                       | <b>2024</b>                   | <b>2024</b>                 | <b>2024</b>    |
|                                       | <b>£</b>                      | <b>£</b>                    | <b>£</b>       |
| Salary and fundraising overhead costs | 56,428                        | -                           | 56,428         |
| Cost of trading activity              | 78,393                        | -                           | 78,393         |
| Total costs of raising funds          | <u>134,821</u>                | <u>-</u>                    | <u>134,821</u> |
|                                       | <b>2023</b>                   | <b>2023</b>                 | <b>2023</b>    |
|                                       | <b>£</b>                      | <b>£</b>                    | <b>£</b>       |
| Salary and fundraising overhead costs | -                             | 43,140                      | 43,140         |
| Cost of trading activity              | 48,423                        | -                           | 48,423         |
| Total costs of raising funds          | <u>48,423</u>                 | <u>43,140</u>               | <u>91,563</u>  |

**7 EXPENDITURE ON CHARITABLE ACTIVITIES**

|            | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>     |
|------------|-------------------------------|-----------------------------|------------------|
|            | <b>2024</b>                   | <b>2024</b>                 | <b>2024</b>      |
|            | <b>£</b>                      | <b>£</b>                    | <b>£</b>         |
| Art        | 93,928                        | 178,083                     | 272,011          |
| Learning   | 173,337                       | 29,604                      | 202,941          |
| Place      | 55,199                        | 106,074                     | 161,273          |
| Operations | 676,395                       | -                           | 676,395          |
|            | <u>998,859</u>                | <u>313,761</u>              | <u>1,312,620</u> |
|            | <b>2023</b>                   | <b>2023</b>                 | <b>2023</b>      |
|            | <b>£</b>                      | <b>£</b>                    | <b>£</b>         |
| Art        | 85,761                        | 361,967                     | 447,728          |
| Learning   | 192,497                       | 116,131                     | 308,628          |
| Place      | 57,887                        | 44,269                      | 102,156          |
| Operations | 650,757                       | 602                         | 651,359          |
|            | <u>986,902</u>                | <u>522,969</u>              | <u>1,509,871</u> |

**Total expenditure on Charitable Activities is split as follows:**

|                        | <b>2024</b>      | <b>2023</b>      |
|------------------------|------------------|------------------|
|                        | <b>£</b>         | <b>£</b>         |
| Direct costs           | 634,088          | 845,367          |
| Support costs (note 8) | 678,532          | 664,504          |
|                        | <u>1,312,620</u> | <u>1,509,871</u> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**8 SUPPORT COSTS**

|                           | <b>2024</b>    | <b>2023</b>    |
|---------------------------|----------------|----------------|
|                           | <b>£</b>       | <b>£</b>       |
| Salaries & Freelance      | 484,851        | 510,934        |
| Admin & IT                | 70,093         | 49,636         |
| Finance                   | 1,642          | 1,500          |
| Comms and Marketing       | 13,321         | 21,480         |
| Programme and Production  | 4,331          | (214)          |
| Governance costs (note 9) | 14,519         | 13,200         |
| Premises                  | 89,775         | 67,968         |
|                           | <u>678,532</u> | <u>664,504</u> |

**9 ANALYSIS OF GOVERNANCE COSTS**

|                                     | <b>2024</b>   | <b>2023</b>   |
|-------------------------------------|---------------|---------------|
|                                     | <b>£</b>      | <b>£</b>      |
| Auditors remuneration (see note 10) | 13,546        | 12,822        |
| Other governance costs              | 973           | 378           |
|                                     | <u>14,519</u> | <u>13,200</u> |

**10 AUDITOR'S REMUNERATION**

|                                                        | <b>2024</b>   | <b>2023</b>   |
|--------------------------------------------------------|---------------|---------------|
|                                                        | <b>£</b>      | <b>£</b>      |
| Fees payable for the audit of the financial statements | 13,426        | 10,380        |
| Accountancy costs payable to the auditor               | 120           | 3,222         |
|                                                        | <u>13,546</u> | <u>13,602</u> |

**11 NET EXPENDITURE**

|                                                                   | <b>2024</b> | <b>2023</b> |
|-------------------------------------------------------------------|-------------|-------------|
|                                                                   | <b>£</b>    | <b>£</b>    |
| This is stated after charging/(crediting):                        |             |             |
| Depreciation/amortisation of tangible and intangible fixed assets | 56,856      | 57,251      |
| Defined contribution pension contributions                        | 21,106      | 22,252      |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**12 STAFF COSTS**

The total staff costs and employee benefits for the reporting period are analysed as follows:

|                                         | <b>2024</b>    | <b>2023</b>    |
|-----------------------------------------|----------------|----------------|
|                                         | <b>£</b>       | <b>£</b>       |
| Wages and salaries                      | 578,149        | 617,221        |
| Social Security costs                   | 46,504         | 53,050         |
| Employer contributions to pension plans | 21,106         | 22,290         |
| Other staff & freelance costs           | 12,446         | 69,211         |
|                                         | <u>658,205</u> | <u>761,772</u> |

The charity operates a defined contribution pension scheme. Contributions totalling nil (2023 - nil) were payable to the fund at the balance sheet date.

**Key Management Personnel**

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. Key management personnel consists of the people listed on page 1 and the trustees. The total remuneration paid to key management personnel for services provided to the charity was £252,451 (2023: £281,073).

The average head count of employees during the year was 36 (2023: 35).

During the year, there were no employees whose total employee benefits (exc. pension costs) were above £60,000. (2023: 1 employee between £60,000 and £70,000).

**13 TRUSTEE REMUNERATION AND EXPENSES**

One former trustee has been paid remuneration and received other benefits from employment with the charity: Dr Chris Gribble received remuneration of £34,571 and pension contributions of £1,383 (2023: £68,526 remuneration and £2,741 pension contributions), paid under his former role as Chief Executive Officer of the charity. The CEO was paid under the authority of the Memorandum and Articles of association, as amended by Special Resolution in 2011.

No trustees claimed expenses or had their expenses met by the charity in respect of travel and subsistence during the year (2023: one trustee £157).

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**14 INTANGIBLE ASSETS**

|                                   | <b>Group<br/>Website/Bespoke<br/>Software<br/>£</b> | <b>Charity<br/>Website/Bespoke<br/>Software</b> |
|-----------------------------------|-----------------------------------------------------|-------------------------------------------------|
| <b>Cost</b>                       |                                                     |                                                 |
| At 1 April 2023                   | 45,350                                              | 45,350                                          |
| Additions                         | 6,392                                               | 6,392                                           |
| Reclassification                  | 1,003                                               | 1,003                                           |
| Disposal                          | (16,850)                                            | (16,850)                                        |
| At 31 March 2024                  | <u>35,895</u>                                       | <u>35,895</u>                                   |
| <b>Amortisation</b>               |                                                     |                                                 |
| At 1 April 2023 and 31 March 2024 | 16,850                                              | 16,850                                          |
| Charge for the year               | 5,573                                               | 5,573                                           |
| Disposal                          | (16,850)                                            | (16,850)                                        |
| At 31 March 2024                  | <u>5,573</u>                                        | <u>5,573</u>                                    |
| <b>Carrying amount</b>            |                                                     |                                                 |
| <b>At 31 March 2024</b>           | <u><u>30,322</u></u>                                | <u><u>30,322</u></u>                            |
| At 1 April 2023                   | <u><u>28,500</u></u>                                | <u><u>28,500</u></u>                            |

**15 TANGIBLE FIXED ASSETS**

| <b>Group</b>            | <b>Longterm<br/>Leasehold<br/>Land &amp;<br/>Buildings<br/>£</b> | <b>Fixtures &amp;<br/>fittings<br/>£</b> | <b>Office<br/>equipment<br/>£</b> | <b>Plant &amp;<br/>Machinery<br/>£</b> | <b>Asset<br/>under<br/>construction</b> | <b>Total<br/>£</b>      |
|-------------------------|------------------------------------------------------------------|------------------------------------------|-----------------------------------|----------------------------------------|-----------------------------------------|-------------------------|
| <b>Cost</b>             |                                                                  |                                          |                                   |                                        |                                         |                         |
| At 1 April 2023         | 1,605,029                                                        | 59,027                                   | 75,101                            | 13,136                                 | 44,704                                  | 1,796,997               |
| Additions               | -                                                                | 9,473                                    | 6,553                             | -                                      | 19,825                                  | 35,851                  |
| Reclassification        | -                                                                | 30,586                                   | -                                 | -                                      | (31,589)                                | (1,003)                 |
| Disposals               | -                                                                | -                                        | (5,569)                           | -                                      | (13,116)                                | (18,685)                |
| <b>At 31 March 2024</b> | <u><u>1,605,029</u></u>                                          | <u><u>99,086</u></u>                     | <u><u>76,085</u></u>              | <u><u>13,136</u></u>                   | <u><u>19,824</u></u>                    | <u><u>1,813,160</u></u> |
| <b>Depreciation</b>     |                                                                  |                                          |                                   |                                        |                                         |                         |
| At 1 April 2023         | 126,995                                                          | 47,176                                   | 64,061                            | 2,408                                  | -                                       | 240,640                 |
| Charge for the year     | 32,101                                                           | 12,218                                   | 5,650                             | 1,314                                  | -                                       | 51,283                  |
| Disposals               | -                                                                | -                                        | (4,485)                           | -                                      | -                                       | (4,485)                 |
| <b>At 31 March 2024</b> | <u><u>159,096</u></u>                                            | <u><u>59,394</u></u>                     | <u><u>65,226</u></u>              | <u><u>3,722</u></u>                    | <u><u>-</u></u>                         | <u><u>287,438</u></u>   |
| <b>Carrying amount</b>  |                                                                  |                                          |                                   |                                        |                                         |                         |
| <b>At 31 March 2024</b> | <u><u>1,445,933</u></u>                                          | <u><u>39,692</u></u>                     | <u><u>10,859</u></u>              | <u><u>9,414</u></u>                    | <u><u>19,824</u></u>                    | <u><u>1,525,722</u></u> |
| At 1 April 2023         | <u><u>1,478,034</u></u>                                          | <u><u>11,851</u></u>                     | <u><u>11,040</u></u>              | <u><u>10,728</u></u>                   | <u><u>44,704</u></u>                    | <u><u>1,556,357</u></u> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**15 TANGIBLE FIXED ASSETS (CONTINUED)**

| <b>Charity</b>          | <b>Longterm<br/>Leasehold<br/>Land &amp;<br/>Buildings<br/>£</b> | <b>Fixtures &amp;<br/>fittings<br/>£</b> | <b>Office<br/>equipment<br/>£</b> | <b>Plant &amp;<br/>Machinery<br/>£</b> | <b>Asset<br/>under<br/>construction</b> | <b>Total<br/>£</b> |
|-------------------------|------------------------------------------------------------------|------------------------------------------|-----------------------------------|----------------------------------------|-----------------------------------------|--------------------|
| <b>Cost</b>             |                                                                  |                                          |                                   |                                        |                                         |                    |
| At 1 April 2023         | 1,605,029                                                        | 57,710                                   | 75,101                            | 13,136                                 | 44,704                                  | 1,795,680          |
| Additions               | -                                                                | 9,473                                    | 6,553                             | -                                      | 19,825                                  | 35,851             |
| Reclassification        | -                                                                | 30,586                                   | -                                 | -                                      | - 31,589                                | (1,003)            |
| Disposals               | -                                                                | -                                        | (5,569)                           | -                                      | - 13,116                                | (18,685)           |
| <b>At 31 March 2024</b> | <b>1,605,029</b>                                                 | <b>97,769</b>                            | <b>76,085.00</b>                  | <b>13,136.00</b>                       | <b>19,824</b>                           | <b>1,811,843</b>   |
| <b>Depreciation</b>     |                                                                  |                                          |                                   |                                        |                                         |                    |
| At 1 April 2023         | 126,995                                                          | 46,902                                   | 64,061                            | 2,408                                  | -                                       | 240,366            |
| Charge for the year     | 32,101                                                           | 11,889                                   | 5,650                             | 1,314                                  | -                                       | 50,954             |
| Disposals               | -                                                                | -                                        | (4,485)                           | -                                      | -                                       | (4,485)            |
| <b>At 31 March 2024</b> | <b>159,096</b>                                                   | <b>58,791</b>                            | <b>65,226</b>                     | <b>3,722</b>                           | <b>-</b>                                | <b>286,835</b>     |
| <b>Carrying amount</b>  |                                                                  |                                          |                                   |                                        |                                         |                    |
| <b>At 31 March 2024</b> | <b>1,445,933</b>                                                 | <b>38,978</b>                            | <b>10,859</b>                     | <b>9,414</b>                           | <b>19,824</b>                           | <b>1,525,008</b>   |
| At 1 April 2023         | 1,478,034                                                        | 10,808                                   | 11,040                            | 10,728                                 | 44,704                                  | 1,555,314          |

**16 FIXED ASSET INVESTMENTS (CHARITY)**

**Investments in subsidiary companies**

|                          | <b>Total<br/>£</b> |
|--------------------------|--------------------|
| <b>Cost or valuation</b> |                    |
| At 31 March 2024         | <u>1</u>           |
| <b>Net book value</b>    |                    |
| At 31 March 2024         | <u>1</u>           |

**Subsidiary undertaking**

The following was a subsidiary undertaking during the year:

|                               | <b>Total funds</b> | <b>Holding</b> |
|-------------------------------|--------------------|----------------|
| NCW Commercial Ltd (14098180) | 54,667             | 100%           |

The wholly owned trading subsidiary NCW Commercial Ltd is incorporated in England (company number 14098180). NCW Commercial Ltd's primary purpose is to carry out commercial activities to the benefit of National Centre for Writing.

The summary financial performance of the subsidiary NCW Commercial Ltd alone is:

|                                        | <b>Period ending<br/>31-Mar-24<br/>£</b> |
|----------------------------------------|------------------------------------------|
| Turnover                               | 133,060                                  |
| Cost of Sales and admin costs          | (78,393)                                 |
| Net profit                             | <u>54,667</u>                            |
| Retained earnings at the 31 March 2024 | 54,667                                   |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**17 DEBTORS**

|                                         | <b>Group<br/>2024<br/>£</b> | <b>Charity<br/>2024<br/>£</b> | <b>Group<br/>2023<br/>£</b> |
|-----------------------------------------|-----------------------------|-------------------------------|-----------------------------|
| Trade Debtors                           | 17,848                      | 8,191                         | 15,753                      |
| Prepayments and accrued income          | 158,104                     | 155,217                       | 31,720                      |
| Amounts due from subsidiary undertaking | -                           | 1,918                         | -                           |
|                                         | <u>175,952</u>              | <u>165,326</u>                | <u>47,473</u>               |

**18 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                 | <b>Group<br/>2024<br/>£</b> | <b>Charity<br/>2024<br/>£</b> | <b>Group and<br/>Charity<br/>2023<br/>£</b> |
|---------------------------------|-----------------------------|-------------------------------|---------------------------------------------|
| Trade creditors                 | 48,533                      | 48,191                        | 39,451                                      |
| Accruals and deferred income    | 161,559                     | 105,105                       | 218,301                                     |
| Social security and other taxes | 16,051                      | 12,141                        | 18,849                                      |
| Other creditors                 | 17,139                      | 5,139                         | 16,979                                      |
|                                 | <u>243,282</u>              | <u>170,576</u>                | <u>293,580</u>                              |

|                                 | <b>Group<br/>2024<br/>£</b> | <b>Charity<br/>2024<br/>£</b> | <b>Group and<br/>Charity<br/>2023<br/>£</b> |
|---------------------------------|-----------------------------|-------------------------------|---------------------------------------------|
| Deferred income breakdown       |                             |                               |                                             |
| Deferred income brought forward | 91,190                      | 24,714                        | 55,408                                      |
| Released during the year        | (91,190)                    | (24,714)                      | (53,658)                                    |
| Deferred during the year        | 79,433                      | 24,314                        | 89,440                                      |
| Deferred income carried forward | <u>79,433</u>               | <u>24,314</u>                 | <u>91,190</u>                               |

Deferred income relates to income received for future events.

**19 GROUP FUNDS SUMMARY  
Year Ended 31 March 2024**

| <b>Unrestricted funds</b>                            | <b>At 1 April<br/>2023<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Transfers<br/>£</b> | <b>At 31 March<br/>2024<br/>£</b> |
|------------------------------------------------------|----------------------------------|---------------------|--------------------------|------------------------|-----------------------------------|
| General Funds                                        | 203,873                          | 1,061,620           | (1,072,538)              | 45,251                 | 238,206                           |
| Designated Fund - Strategic Reserve                  | 109,534                          | -                   |                          | (79,138)               | 30,396                            |
| Designated Dragon Hall fixed asset improvements fund | 1,479,736                        | -                   | (33,805)                 | -                      | 1,445,931                         |
| Designated Fund - ACE NPO                            |                                  |                     |                          |                        |                                   |
| Funding Uplift                                       | -                                | 71,810              | (27,336)                 | 1,725                  | 46,199                            |
|                                                      | <u>1,793,143</u>                 | <u>1,133,430</u>    | <u>(1,133,679)</u>       | <u>(32,162)</u>        | <u>1,760,732</u>                  |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**19 GROUP FUNDS SUMMARY (continued)**

|                                     | At 1 April<br>2023      | Income                  | Expenditure               | Transfers       | At 31 March<br>2024     |
|-------------------------------------|-------------------------|-------------------------|---------------------------|-----------------|-------------------------|
| <b>Restricted</b>                   | <b>£</b>                | <b>£</b>                | <b>£</b>                  | <b>£</b>        | <b>£</b>                |
| ACE Small Cap 22-24                 | 12,338                  | 110,642                 | (59,091)                  | -               | 63,889                  |
| A Life Written                      | 862                     | 5,866                   | (774)                     | -               | 5,954                   |
| Amazon Goes Gold                    | -                       | 6,645                   | (3,690)                   | -               | 2,955                   |
| Art, Learning, Place Funds          | 1,732                   | 559                     | (200)                     | -               | 2,091                   |
| City of Literature for Young People | 4,247                   | 7,264                   | (5,863)                   | -               | 5,648                   |
| CRF 2                               | 1,440                   | -                       | (579)                     | -               | 861                     |
| CWO Burseries Fund                  | 3,082                   | 134                     | (1,800)                   | -               | 1,416                   |
| East Anglia Book Awards             | -                       | 3,162                   | (1,999)                   | -               | 1,163                   |
| Emerging Translators Mentoring      | 3,046                   | 46,610                  | (65,915)                  | 16,259          | -                       |
| Escalator                           | 3,107                   | 20,805                  | (13,686)                  | -               | 10,226                  |
| Heritage Building Fund              | 6,274                   | -                       | (76)                      | -               | 6,198                   |
| Heritage Volunteer Fund             | 1,224                   | 1,025                   | (72)                      | -               | 2,177                   |
| ILS                                 | 2,307                   | 2,000                   | (870)                     | -               | 3,437                   |
| Linbury(Telling our Stories)        | -                       | 14,500                  | -                         | -               | 14,500                  |
| Lit From The Inside                 | 90                      | 9,886                   | -                         | -               | 9,976                   |
| NCW Awards                          | 1,722                   | 10,000                  | (10,323)                  | -               | 1,399                   |
| NHLF                                | -                       | 63,376                  | (41,616)                  | -               | 21,760                  |
| Noirwich                            | 1,669                   | -                       | (1,962)                   | 293             | -                       |
| Norwich City Council Support Grant  | 2,155                   | -                       | (2,678)                   | 4,092           | 3,569                   |
| ACE Korea Residency                 | 5,400                   | -                       | (2,372)                   | (3,028)         | -                       |
| Bulgaria Residency                  | -                       | 2,204                   | (686)                     | (1,518)         | -                       |
| Jakarta Residency                   | (500)                   | -                       | (4,590)                   | 5,090           | -                       |
| Lithuania Residency                 | -                       | 1,000                   | (1,258)                   | 258             | -                       |
| LTI Korea Residency                 | -                       | 4,150                   | (1,944)                   | (2,206)         | -                       |
| Passa Porte Residency               | -                       | -                       | (345)                     | 345             | -                       |
| Quebec Virtual Residency            | -                       | -                       | (500)                     | 500             | -                       |
| Singapore Residency                 | -                       | 31,653                  | (33,865)                  | 2,212           | -                       |
| Taiwan Residency                    | 7,100                   | -                       | -                         | -               | 7,100                   |
| Translation in Motion Residency     | (2,412)                 | 5,142                   | (4,776)                   | 2,046           | -                       |
| UNESCO Residency                    | -                       | -                       | (421)                     | 421             | -                       |
| UK Residencies                      | 1,500                   | -                       | -                         | (1,500)         | -                       |
| Saturday Writing Club               | 290                     | -                       | -                         | -               | 290                     |
| Sharing Stories                     | (41)                    | 1,600                   | (2,800)                   | 1,241           | -                       |
| Stories From The Quarter            | 7,237                   | 3,405                   | (14,299)                  | 3,657           | -                       |
| Transforming Leadership             | (39,172)                | 43,041                  | (3,869)                   | -               | -                       |
| WCN Bursaries Fund                  | 717                     | -                       | -                         | -               | 717                     |
| Yanai Initiative                    | 1,101                   | 32,635                  | (30,839)                  | 4,000           | 6,897                   |
|                                     | <u>26,515</u>           | <u>427,304</u>          | <u>(313,758)</u>          | <u>32,162</u>   | <u>172,223</u>          |
| <b>TOTAL FUNDS</b>                  | <b><u>1,819,658</u></b> | <b><u>1,560,734</u></b> | <b><u>(1,447,437)</u></b> | <b><u>-</u></b> | <b><u>1,932,955</u></b> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**19 GROUP FUNDS SUMMARY (continued)**

**Year Ended 1 April 2023**

| <b>Unrestricted funds</b>                            | <b>At 1 April<br/>2022<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Transfers<br/>£</b> | <b>At 31 March<br/>2023<br/>£</b> |
|------------------------------------------------------|----------------------------------|---------------------|--------------------------|------------------------|-----------------------------------|
| General Funds                                        | 232,545                          | 955,423             | (989,214)                | 5,119                  | 203,873                           |
| Designated Fund - Strategic Reserve                  | 109,534                          | -                   | -                        | -                      | 109,534                           |
| Designated Dragon Hall fixed asset improvements fund | 1,525,847                        | -                   | (46,111)                 | -                      | 1,479,736                         |
|                                                      | <u>1,867,926</u>                 | <u>955,423</u>      | <u>(1,035,325)</u>       | <u>5,119</u>           | <u>1,793,143</u>                  |

| <b>Restricted</b>                   | <b>At 1 April<br/>2022<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Transfers<br/>£</b> | <b>At 31 March<br/>2023<br/>£</b> |
|-------------------------------------|----------------------------------|---------------------|--------------------------|------------------------|-----------------------------------|
| A4E                                 | (3,657)                          | 3,749               | -                        | (92)                   | -                                 |
| A Life Written                      | -                                | 10,620              | (9,758)                  | -                      | 862                               |
| ACE Small Cap 23/24                 | -                                | 7,139               | (557)                    | 5,756                  | 12,338                            |
| ACE Korea Residency                 | -                                | 10,800              | (1,949)                  | (3,451)                | 5,400                             |
| Art, Learning, Places Funds         | 2,128                            | 826                 | (1,222)                  | -                      | 1,732                             |
| Capital Project (including WREN)    | (250)                            | -                   | -                        | 250                    | -                                 |
| Catalyst                            | 57,828                           | -                   | (57,828)                 | -                      | -                                 |
| City of Literature for Young People | 1,762                            | 7,520               | (6,102)                  | 1,067                  | 4,247                             |
| CRF 2                               | 2,589                            | -                   | (1,148)                  | -                      | 1,441                             |
| CWO Burseries Fund                  | 402                              | 3,155               | (475)                    | -                      | 3,082                             |
| East Anglian Book Awards            | -                                | 1,368               | (1,618)                  | 250                    | -                                 |
| Escalator                           | 8,285                            | 10,343              | (17,258)                 | 1,738                  | 3,108                             |
| Geoffrey Watling Trust              | 1,796                            | -                   | (1,290)                  | (506)                  | -                                 |
| Heritage Waddilove Grant            | 4,500                            | 600                 | (588)                    | (5,756)                | (1,244)                           |
| Heritage Building Fund              | 13,635                           | -                   | (6,117)                  | -                      | 7,518                             |
| Heritage Volunteer Fund             | 5,016                            | 722                 | (4,512)                  | -                      | 1,226                             |
| ICORN                               | -                                | 1,829               | (1,829)                  | -                      | -                                 |
| ILS 22                              | 25,000                           | -                   | (22,693)                 | -                      | 2,307                             |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**19 GROUP FUNDS SUMMARY (continued)**

|                                | At 1 April<br>2022 | Income         | Expenditure        |                  | At 31 March<br>2023 |
|--------------------------------|--------------------|----------------|--------------------|------------------|---------------------|
| <b>Restricted</b>              | <b>£</b>           | <b>£</b>       | <b>£</b>           | <b>Transfers</b> | <b>£</b>            |
| Jakarta Residency              | -                  | -              | (500)              | -                | (500)               |
| Lit from the Inside            | 12,326             | -              | (12,236)           | -                | 90                  |
| Lithuania Residency            | -                  | -              | (10)               | 10               | -                   |
| LTI Korea Residency            | -                  | 5,300          | (4,195)            | (1,105)          | -                   |
| Modern Culture Residencies     | -                  | -              | (965)              | 965              | -                   |
| NCW Awards                     | 98,821             | 12,207         | (109,305)          | -                | 1,723               |
| NAORP                          | 892                | -              | (567)              | (325)            | -                   |
| Noirwich                       | 3,897              | -              | (2,228)            | -                | 1,669               |
| Norwich City Council           |                    |                |                    |                  |                     |
| Support Grant                  | 4,832              | -              | (2,677)            | -                | 2,155               |
| NCW Platform                   | 14,108             | 13,245         | (27,353)           | -                | -                   |
| Passa Porte Residency          | -                  | -              | (3,434)            | 3,434            | -                   |
| Quebec Virtual Residency       | 2,500              | -              | (2,713)            | 213              | -                   |
| Reckitt Arts Trust Residency   | 2,000              | (2,000)        | -                  | -                | -                   |
| Saturday Writing Club          | 3,242              | 3,265          | (6,217)            | -                | 290                 |
| Sharing Stories                | -                  | 6,400          | (6,441)            | -                | (41)                |
| Singapore Residency            | -                  | 19,821         | (19,053)           | (768)            | -                   |
| Stories From The Quarter       | 13,341             | 13,618         | (19,722)           | -                | 7,237               |
| Taiwan Residency               | 3,600              | 3,500          | -                  | -                | 7,100               |
| The Inn Crowd 2                | -                  | 26,891         | (15,227)           | (11,663)         | 1                   |
| Time to Write                  | 236                | -              | -                  | (236)            | -                   |
| Transforming Leadership        | 19,874             | 13,253         | (72,299)           | -                | (39,172)            |
| Translation in Motion          |                    |                |                    |                  |                     |
| Residency                      | -                  | 5,032          | (7,446)            | -                | (2,414)             |
| Emerging Translators           |                    |                |                    |                  |                     |
| Programme 21/22                | (2,105)            | 16,801         | (16,634)           | 1,937            | (1)                 |
| Emerging Translators           |                    |                |                    |                  |                     |
| Programme 22/23                | 6,759              | 27,750         | (35,963)           | 4,500            | 3,046               |
| UK Residencies                 | -                  | 10,900         | (8,473)            | (927)            | 1,500               |
| UNESCO                         | 381                | -              | -                  | (381)            | -                   |
| Visible Communities            | 41,723             | -              | (41,695)           | (29)             | (1)                 |
| WCN Bursaries Fund             | 717                | -              | -                  | -                | 717                 |
| Yanai Initiative Collaboration |                    |                |                    |                  |                     |
| 2020-2023                      | (4,447)            | 21,360         | (15,812)           | -                | 1,101               |
| <b>TOTAL FUNDS</b>             | <b>1,874,685</b>   | <b>983,173</b> | <b>(1,071,288)</b> | <b>-</b>         | <b>1,796,189</b>    |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**19 GROUP FUNDS SUMMARY (continued)**

**General Funds**

The general reserves represents the reserves available after allowing for all designated funds.

**Strategic Reserves**

Designated funds are for investment in innovative or exceptional artform projects, or for investment in projects that generate medium to long term income or achieve operating savings.

**Dragon Hall Fixed Asset Improvements Fund**

The designated fund for capital project relates to the Dragon Hall capital funding and related costs.

**ACE NPO Funding Uplift**

The designated fund relates to additional programme funding as part of the 2023 – 26 NPO funding.

**ACE Small Cap 22-24**

The NCW Community and Digital Hub project will transform the experience of NCW and Dragon Hall for local communities, writers and as well as national participants, enabling us to increase the number of people we work with whilst offering a more inclusive experience. Creating a shop-style frontage to Dragon Hall and investing in digital infrastructure will enable us to grow the number participants that we attract in person and online and offer them a better engagement experience as well as supporting a resilient business model through charged services.

**A Life Written**

This is a 7 week life writing course for people age 70 and above. Led by a published life writer, a group of 12 older people meet weekly to explore different ways to approach memoir and life writing. All participants are then invited to submit 2 pieces of writing to a project anthology which is published and celebrated at the end of the course. A life written is funded by Anglia Ruskin University as part of the health, wellbeing and community grants programme that focuses on wellbeing and celebrating ageing.

**Amazon Goes Gold**

The annual Amazon 'Goes Gold' campaign supports children with cancer. NCW was commissioned to provide training for Amazon Employees so that they could run story-writing workshops for colleagues, culminating in a publication of stories for children living with cancer.

**Art, Learning, Place Funds**

We have three donation boxes whereby members of the Public are able to give small donations towards our core aims.

**City of Literature for Young People**

These funds are used for covering our core programmes for children and young people which run throughout the year: Time to Write, the Creative writing Roadshow, the Young Norfolk writing competition, Children's City of Literature.

**CRF 2**

The second round of the Department for Digital, Culture, Media and Sport (DCMS) Culture Recovery Fund. The funds purpose is to help organisations transition back to usual operating mode after COVID restrictions from April 2021.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**19 GROUP FUNDS SUMMARY (continued)**

**CWO Bursaries Fund**

A fund Set up to provide bursaries for low-income writers on our CWO courses. The fund is made available for individuals to provide financial support for those who cannot afford the full CWO fee.

**East Anglia Book Awards**

The East Anglian Book Awards is the key regional book awards for Norfolk, Suffolk and Fenland. Developed by the EDP and Jarrold, WCN has been a core partner for seven years and supports the development of the prize and its administration annually.

**Emerging Translators Mentoring**

An annual programme supported by international partner organisations we are delivering sixth month mentorships as well as short-term mentoring sessions for two runners-up for emerging translators working in a variety of often lesser- translated languages and/or coming from underrepresented backgrounds.

**Escalator**

Escalator is the National Centre for Writing's flagship talent development scheme for early career fiction writers from the East of England, with a particular focus on supporting those writers who are under-represented on UK bookshelves. Escalator has been running since 2004 and to date has supported more than 140 writers, many of whom have gone on to sign with agents, publish and win awards and critical recognition for their novels and short stories. The programme offers a chance to develop work through one-to-one professional mentoring leading to a showcase event, as well as creating opportunities for networking and industry skills sessions to equip writers for the professional reality of a career as an author. Escalator is currently funded by Amazon Literary Partnership, Golsoncott Foundation, Laura Kinsella Foundation, ALCS and Garrick Charitable Trust.

**Heritage Building Fund & Heritage Volunteer Fund**

This fund is a restricted fund donated to WCN by the Norfolk and Norwich Heritage Trust when it wound up operations in 2016. The funds are to be used only to support the needs and educational activities of the Dragon Hall Heritage Volunteers now managed by WCN.

**ILX formerly known as ILS**

Formerly known as ILS, ILX is the newest strand of our long-running programme, supported by British Council. Running from 2024-26, ILX explores the unique challenges and opportunities facing all those who work with words, books and literature, bringing together international literature professionals with the aim of learning, exchanging expertise and experience, devising collaborations, and building international networks. ILX 2023/24 was delivered across a series of 4-hour digital symposia for 35 international delegates including ILS alumni, from 24 countries and saw publication of the ILX-10 – a selection of 10 UK early-career writers whose work has the potential to speak to and engage with global literary audiences. Our core priority for 24/25 is focussed on increasing next-generation leadership and networking capacity – and creating the associated support for this – in the UK and international literature sectors. Focus is on development and implementation of a new programme model that invites delegates to form local hubs which then contribute to a wider, international network for discussion and exchange.

**Linbury (Telling our Stories)**

A grant to support engagement opportunities for older people and Refugee & Asylum Seekers in Norwich through free to access activities around storytelling, Norwich's heritage and creative writing.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**19 GROUP FUNDS SUMMARY (continued)**

**LIT From the Inside**

A three year programme for young people to increase aspirations, skills, knowledge and connections into the art sector. Each year a cohort of young people work together to gain experience in designing and programming literary events, insights into the industry by going on trips to literary festivals and working towards their Bronze Arts Award.

**NCW Awards**

A new form of literary prize, combining the power of awards with the unique, year-round educational programme of the National Centre for Writing. With this suite of prizes, comprised of three distinct awards (the Desmond Elliott Prize, the Laura Kinsella Fellowship and the UEA New Forms Award), and thanks to support from Arts Council England, NCW has created an early career digital programme, providing free resources, professional development and industry advice for new writers. Tailored early career support for the award winning writers will include residency opportunities, mentoring and industry support to help them build a sustainable career.

**NHLF**

Heritage Fund to support 'The Next Chapter: Stepping into Dragon Hall'. This flagship heritage project will enable new and expanded audiences to access and explore the heritage of NCW's medieval home.

**Noirwich**

The crime writing festival partnership with UEA attracts a range of restricted funds that are disbursed only to advance the festival aims and programmes.

**Norwich City Council Support**

A Norwich City Council Support Grant being part of the Additional Restrictions Grant (ARG) scheme. This grant provides post COVID support for eligible businesses for the period post 26 December 20 and was issued at the Council's discretion to support businesses essential to the local economy. The project is finalised with the only spend being reported being depreciation on assets.

**ACE Korea Residency**

The Arts Council of Korea (ARKO) supported a one-month residency in Norwich for one Korean writer in November 2023.

**Bulgaria Residency**

A short residency opportunity for a Bulgarian writer or translator, in partnership with the Elizabeth Kostova Foundation.

**Jakarta Residency**

The British Council supported a two-month virtual residency exchange in May and June 2023 between Norwich and Jakarta UNESCO cities of literature for children's book writers and illustrators, through the International Literature Showcase.

**Lithuania Residency**

The Lithuanian Culture Institute supported a one-month residency in April 2023 in Norwich for a Lithuanian writer who featured in KUNAI, the series of Lithuanian chapbooks published by Strangers Press.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**19 GROUP FUNDS SUMMARY (continued)**

**LTI Korea Residency**

The Literature Translation Institute of Korea supported a one-month residency in Norwich for one Korean-English literary translator in July 2023.

**Passa Porte Residency**

A residency exchange programme for writers in the UK and Belgium.

**Quebec Virtual Residency**

The Norwich and Québec UNESCO cities of literature virtual residency exchange runs from September to November 2022. The two selected writers will work together to explore each other's city virtually and produce a commission. This exchange is supported by the Québec Government Office in London and l'Entente de développement culturel entre le gouvernement du Québec et la Ville de Québec.

**Singapore Residency**

The National Arts Council of Singapore is supporting a six-month virtual residency for three writers from Singapore from June to December 2023. The three writers are working on a literary project, with mentoring from a UK-based writer. They also meet with Norwich-based writers and produce digital content for the NCW website. NAC Singapore also supported two residencies in Norwich for Singaporean writers in June and July 2023.

**Taiwan Residency**

NCW, the British Centre for Literary Translation and Strangers Press are collaborating with the Cultural Division of the Taipei Representative Office in the UK and the National Museum of Taiwan Literature, with support from the Ministry of Culture, Taiwan to promote the translation and English publication of contemporary writing from Taiwan through workshops, chapbooks and residencies. NCW will host two translators featured in the Taiwan chapbooks published by Strangers Press in October 2024 in Norwich to help promote the series.

**Translation in Motion Residency**

We offered three month-long residencies in Norwich for literary translators from the Western Balkans, in March and May 2023, as part of the Translation in Motion project, led by RECIT and co-funded by the Creative Europe programme of the European Union.

**UNESCO Residency**

The Charity led a developmental bid for Norwich to become a UNESCO City of Literature. This bid was finalised in 2011-12. WCN secured Managed Funds and Grants for the Arts funding from ACE to develop the partnerships and programmes as part of the ongoing UNESCO City of Literature development process.

**UK Residences**

We offered three one-week Desmond Elliott residencies to early career writers in August 2023 as part of our work on Early Career Awards.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**19 GROUP FUNDS SUMMARY (continued)**

**Saturday Writing Club**

A series of out of school creative writing and performance workshops for young people in Norwich and Norfolk from areas of high deprivation and low arts/culture provision.

**Sharing Stories**

Sharing Stories Connecting Lives is a collaboration with PEN Myanmar, funded by the British Council Connections through Culture. We ran an online short story course from February to June 2023 for writers and translators in Myanmar and the UK. The stories and translations will be published in an online zine.

**Stories from the Quarter**

A National Lottery Heritage Grant-funded programme connecting Norwich's Bengali community to the city's built heritage, and recording, sharing and celebrating the community's oral histories of migration and British-Bengali experiences of Norfolk. The project includes a series of creative writing workshops for the Bengali community and Norfolk primary schools that will deepen these connections to the city's medieval heritage and the oral histories of the area's residents, including this new collection of Bengali oral histories.

**Transforming Leadership**

A 30 month leadership development programme. It is designed to develop 20 executive and 20 next generation leaders' skills and capacity in the cultural sector to effect creative, social and economic change in Norfolk and Suffolk through collaborative working, place sensitivity and innovative thinking. It will support identified needs for leadership, talent, diversity, inclusivity and innovation in the New Anglia region.

**WCN Bursaries Fund**

This is a restricted fund to supported access to WCN courses and programmes for writers and artists facing financial difficulties.

**Yanai Initiative**

In partnership with the Yanai Initiative we are offering a Japanese mentorship as part of the Emerging Translators Mentoring Scheme and a Japanese workshop at the BCLT summer school, and we are supporting a new chapbook series of contemporary Japanese writing in English translation to be published by Strangers Press.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**20 GROUP ANALYSIS OF NET ASSETS BETWEEN FUNDS**

|                         | Unrestricted<br>Funds | Restricted<br>Funds | Total<br>Funds   |
|-------------------------|-----------------------|---------------------|------------------|
|                         | 2024<br>£             | 2024<br>£           | 2024<br>£        |
| Tangible fixed assets   | 1,505,899             | 19,825              | 1,525,724        |
| Intangible fixed assets | 30,322                | -                   | 30,322           |
| Current assets          | 204,686               | 172,313             | 376,999          |
|                         | <u>1,740,907</u>      | <u>192,138</u>      | <u>1,933,045</u> |
|                         | 2023<br>£             | 2023<br>£           | 2023<br>£        |
| Tangible fixed assets   | 1,511,653             | 44,704              | 1,556,357        |
| Intangible fixed assets | 28,500                | -                   | 28,500           |
| Current assets          | 252,990               | (18,187)            | 234,803          |
|                         | <u>1,793,143</u>      | <u>26,517</u>       | <u>1,819,660</u> |

**21 GROUP ANALYSIS OF NET DEBT**

|      | At start<br>of period | Cash<br>flows    | At end<br>of period |
|------|-----------------------|------------------|---------------------|
|      | 2024<br>£             | 2024<br>£        | 2024<br>£           |
| Cash | <u>480,910</u>        | <u>(36,671)</u>  | <u>444,239</u>      |
|      | 2023<br>£             | 2023<br>£        | 2023<br>£           |
| Cash | <u>806,924</u>        | <u>(326,014)</u> | <u>480,910</u>      |

**22 Operating lease commitments**

The charity has a lease with The City Council of Norwich for the Dragon Hall premises from which it operates. This is on a peppercorn charge of £1 per annum starting on 1 August 2015 and running until 22 October 2096. Further details surrounding the restrictions placed on the property are explained in note 23. In the year, income was received from the Council totalling £1,000 of unrestricted funding (2023: £37,800) of which to support the provision of a range of performing and media arts to the community, and pioneer collaborative projects with writers and other partners.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**23 Contingent liability**

Included in the funds note 19 is £Nil (2023: £Nil) which relates to funding provided by Arts Council England (ACE) to carry out a capital build project and refurbishment works at Dragon Hall. The total received from ACE in respect of this project since its inception is £900,000 and £1,555,314 is the net book value of assets included in note 15, purchased partly with this funding. This balance is also included in a separate designated fund in note 19. The ACE funding requires that the terms of the deed of covenant between ACE and National Centre for Writing be adhered to for a period of 10 years from 23 Aug 2017. Any use of the building other than the agreed use (as per the lease between Norwich City Council and National Centre for Writing) must have prior written consent from ACE. If this condition is not adhered to there is potential for ACE to clawback funds provided for the capital works. In addition to this funding, National Centre for Writing also received £681,784 from ACE in the year to 31 March 2024 (2023: £527,960) in respect of Core funding £620,602 (2023: £507,576) and Strategic Projects £61,182 (2023: £20,384). Please see note 3 for details of all income received from ACE.

**24 Related parties**

The Trustee, Professor S Barrow, is the Pro Vice Chancellor of the University of East Anglia. Annual funding of £27,276 (2023: £50,000) was received during the year from the UEA, of which £nil was outstanding at year end (2023: £nil).

A total payment of £67,181 (2023: £28,203) was paid to UEA as the partnership settlement for Creative Online courses. An amount of £Nil (2023: £25,623) was accrued at the year end.

Of the £36,000 due to UEA (2023: £36,000) relating to the British Centre for Literary Translation (BCLT) funding agreement, £27,000 (2023: £27,000) has been paid with £9,000 outstanding at the year end (2023: £9,000).

The Trustee, Mr A Waters, was a Council Leader for Norwich City Council. Annual funding of £1,000 (2023: £37,800) was received during the year from the NCC, of which £nil was outstanding at year end (2023: £nil). Mr Water is also a Regional Board Member (South East) for Arts Council England. Income of £681,784 (2023: £528,460) was received from ACE during the year with £nil (2023: £nil) outstanding at the year end.

Caroline McCormick (Trustee) is a director of Achates Philanthropy Ltd. £6,420 (2023: £1,035) was paid for the provision of consultancy services. £Nil was outstanding at the year end (2023: £Nil). These amounts were paid under the authority of the Memorandum and Articles of association, as amended by Special Resolution in 2011.

No other related party transactions have occurred (2023: none).

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# Accounts

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Registered in England  
Charity No. 1110725  
Company No. 05242876

**NATIONAL CENTRE FOR WRITING**

**COMPANY LIMITED BY GUARANTEE**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023**

**CONTENTS**

|                                                  | <b>Page</b> |
|--------------------------------------------------|-------------|
| Trustees' report                                 | 1 - 10      |
| Audit Report                                     | 11 - 13     |
| Consolidated Statement of financial activities   | 14          |
| Consolidated Balance Sheet                       | 15          |
| Charity Balance Sheet                            | 16          |
| Consolidated and Charity Statement of Cash Flows | 17          |
| Notes to the financial statements                | 18 - 39     |

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

The trustees present their report and financial statements for the year ended 31 March 2023.

**Reference and administrative information**

|                                |                                                                                                                                                                                                                                                               |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Registered charity name</b> | National Centre for Writing                                                                                                                                                                                                                                   |
| <b>Charity number</b>          | 1110725                                                                                                                                                                                                                                                       |
| <b>Company number</b>          | 05242876                                                                                                                                                                                                                                                      |
| <b>Date of registration</b>    | 27 September 2004                                                                                                                                                                                                                                             |
| <b>Registered address</b>      | Dragon Hall<br>115 - 123 King Street<br>Norwich<br>NR1 1QE                                                                                                                                                                                                    |
| <b>Trustees</b>                | Mr A Waters (Chair)<br>Professor S Barrow<br>Ms I Dixon<br>Ms A Domingo (Appointed 30 March 2023)<br>Dr C Gribble (Resigned 2 October 2023)<br>Ms C M Little<br>Ms C McCormick<br>Mr J McGinnis<br>Ms N Nannar<br>Mr J Slinger<br>Ms H Wilson<br>Mr A J Yuill |
| <b>Key Management</b>          | Dr C Gribble - CEO (until 2 October 2023)<br>P Hughes - CEO (from 2 October 2023)<br>D Barrass<br>A Salmon<br>P Sanchez<br>H Ainley (Appointed June 2022)                                                                                                     |
| <b>Company Secretary</b>       | Mr D Barrass                                                                                                                                                                                                                                                  |
| <b>Auditor</b>                 | Price Bailey LLP<br>Anglia House, 6 Central Avenue<br>St Andrews Business Park<br>Thorpe St Andrew<br>Norwich<br>NR7 0HR                                                                                                                                      |
| <b>Bankers</b>                 | National Westminster Bank plc<br>Gentleman's Walk<br>Norwich<br>NR2 1NA                                                                                                                                                                                       |
| <b>Solicitors</b>              | Mills and Reeve<br>1 St James Court<br>Whitefriars<br>NR3 1RU                                                                                                                                                                                                 |

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**Objectives and activities**

National Centre for Writing's objects are to promote, encourage and develop creative writing as an artistic and cultural tool and to educate the general public in the appreciation of the written word in all its forms. It was initiated as a partnership between Arts Council England East, The City of Norwich, The County of Norfolk and the University of East Anglia.

National Centre for Writing's vision is to be a centre for national and international literary exchange in a world class UNESCO City of Literature. It is our mission to establish the National Centre for Writing at Dragon Hall as a creatively distinctive, nationally networked and financially resilient centre of excellence that delivers benefits to writers, literary translators, the literature sector and our physical and digital communities from an outstanding Grade 1 Listed campus in the heart of Norwich, England's first UNESCO City of Literature.

**Public benefit**

The trustees confirm that they have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities National Centre for Writing should undertake.

The National Centre for Writing runs a varied programme of activities that covers artistic development for writers, educational work using creative writing to explore issues around freedom of expression, identity and aspiration, and local, regional, national and international work that explores the social and artistic power of creative writing and literature. Many of the programmes are free and we work hard to ensure that all our programmes are diverse, accessible and affordable (where payment is necessary).

We measure our success through five headline strategic aims:

**Aim 1 Writers and Translators:** to increase opportunities and promote resilience for early career writers and literary translators (with a focus on those from less well represented backgrounds) and support a diverse, vibrant, and risk-taking literary ecology.

**Aim 2 Learning:** to increase the range and depth of opportunities to participate in and benefit from high quality creative writing, reading and literary translation activities (with a focus on CYP in and out of school, the four wards around Dragon Hall, older people and members of the Refugee and Asylum Seeking communities) to support self-development, well-being, and social engagement.

**Aim 3 Place:** to enrich the cultural, social, and economic ecology of Norwich, UNESCO City of Literature, and the New Anglia region, helping to create a better, more inclusive place to live, work and visit through events, programmes and partnerships based on our literary heritage and vibrant contemporary culture.

**Aim 4 Viability:** to create a viable and sustainable organisation through a healthy, diverse, and ambitious business model that uses our artistic, heritage and human assets to create diverse revenue streams.

**Aim 5 Operations:** to be an effective, inclusive, and accountable organisation that takes seriously inclusion, diversity, equality and antiracism across our work.

These aims are detailed in our business plan and we report against headline targets for each aim over the course of our current business plan. Our targets cover:

- Increasing the number and diversity of writers/literary translators we support.
- Increasing the amount of work we commission.
- Ensuring the quality of work we deliver is consistently high.
- Increasing and diversifying our audience(s) and the participants in our programmes.
- Reflecting the diversity of our country in our workforce, governance, programmes and activities.
- Increasing the visibility of Norwich as a centre of excellence and a UNESCO City of Literature.
- Ensuring our funding base is diverse and resilient.
- Reducing as far as possible our environmental impact.

As part of the Arts Council England NPO funding round (2026-26) and in light of the COVID-19 pandemic and cost of living crisis, we are working to further refine these measures and aims in the year ahead.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**Achievements and performance**

2022-2023 has in some senses seen a return to a degree of normality for NCW, despite pressures exerted by the cost-of-living crisis, war in Europe, and the after-effects of COVID and Brexit. We've had a solid year of operating activity across artistic and learning programmes, place-based work, and commercial activity in the building.

This is in spite of some changes in the team: hellos and goodbyes both bring their own challenges and need to adapt. Our new Head of Communications and Development started in January 2022, along with a new Head of Programmes and Creative Engagement in June 2022, and a new post for us, an Events Manager in August 2022 to manage our wedding and commercial offer. Each post has brought a new energy, capacity, and unique outlook to the organisation. However, we also said goodbye to our Programme Manager and Digital Marketing Manager who both left to pursue new directions, and didn't replace either straight away, which meant some internal prioritisation

Fy2022-23 saw, in large part, a return to the office, with a revised 'working from home' policy evolved to request that staff make themselves present in the office 80% of their contracted hours.

Reminding ourselves that we started operating from Dragon Hall in 2018 and had 18 months of operations until COVID closed our doors, in 2022-23 we continue to 'learn' this building. We now better understand the needs of the programme in balance with our commercial portfolio, and the demands of upkeep on the fabric of a busy listed building, but it starts to feel easier with each year in which we have more consistency and continuity.

In 2022, we worked with our board and the staff team to explore and confirm our values, and after a process of conversations and workshops landed on these:

- NCW is committed to an **INQUISITIVE** approach to our artform and our engagement with artists, audiences, new work and new ways of working
- NCW is a **COLLABORATIVE** friend to all our colleagues, partners and communities
- NCW provides a **WELCOMING** home for writing, in person, online and internationally
- NCW is **ACCOUNTABLE** to all its stakeholders, audiences and the planet
- NCW is built on strong foundations and dedicated to a **RESILIENT** future

Programme achievements:

- Celebrated ten years of Norwich's status as England's first UNESCO City of Literature through our Norfolk & Norwich City of Literature programme, and a showcase of outstanding writing arising from our community programmes.
- Initiated 'Springboard', a new writer led advisory cohort with a particular focus on under-represented writers from Black, Asian, and ethnically diverse identities and on freelance practitioners.
- Built on NCW Academy, a suite of courses, workshops, and resources for writers to develop their craft.
- Delivered Bengali Stories, an inclusive, ambitious programme co-curated with and for Norwich's Bengali community.

Audiences:

- Capitalised on our success in reaching new online audiences during the pandemic, achieving approximately 10,000 podcast listens per month, and expanding our programme income through our online creative writing programme.
- We expanded our social media presences across all platforms.
- We enticed audiences back into Dragon Hall, through introducing a dynamic new seasonal brochure, friendly street signage, and enhanced advocacy and word of mouth via our Community Advisory Board.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**Achievements and performance (continued)**

Community:

- Strengthened our relationship with community groups, via an expanded programme of events to enable underserved communities to own and share their own story (NCW Platform and Stories from the Quarter), working in partnership with New Routes, the Bengali community, the Norfolk Records Office, and others.
- Identified writing and wellbeing as a key focus for our work, following a successful pilot programme with the Matthew Project in 2019, leading to work with Anglia Ruskin University and writer cohorts aged 70+. This partnership has led to a fruitful PhD opportunity as part of ARU's Vice Chancellor's PhD Scholarship (starting autumn 2023)
- Acted on the recommendation of a community consultation programme delivered by heritage consultant Claire Adler to install a Community Advisory Board. Since November 2022, this dynamic and diverse group of community leaders have brought a range of valuable perspectives which have helped to guide and steer our work and thinking.

Dragon Hall:

- Built on plans to optimise the potential of our landmark venue Dragon Hall for our artistic, social and commercial aims.
- Rebuilt our commercial revenue stream from room hires and weddings: with a refreshed commercial strategy, new Dragon Hall branding and marketing assets, delivered by a new member of staff dedicated to commercial activity, meeting target for 22-23, and starting with a healthy outlook for 23-24 with 18 weddings already committed in the diary.
- Secured a range of funders (Arts Council England, Wolfson Foundation and Heritage Funding) to enable us to undertake capital work, to make Dragon Hall accessible and to reinterpret the building's rich heritage for 21<sup>st</sup> century audiences.

Recruitment, development, and governance:

- Recruited a new Head of Programmes & Creative Engagement, who is leading on an invigorated public programme of events and a vibrant seasonal brochure. 2022-23 saw events with Ian McEwan, a regional publishers' Christmas fair, and new partnerships and events with the Caine Prize, Bocas Lit Festival, and the Rebecca Swift Foundation / Women's Poetry Prize.
- Successfully secured our Arts Council England NPO 23 – 26 funding (£507,576) with our request for an uplift granted (£79,006), a total value of £586,582 per year.
- Worked with our new Chair from December 2021 and continued to develop our board, recruiting new board members in Catherine Little, Jarred McGinnis and Anni Domingo.
- Unfortunately, due to budget considerations, we had to make some difficult decisions around our staffing profile, driven by programme priority, team capacity and development, and forthcoming activity. This necessitated making a long-term member of the programme team redundant when her project reached the end of its funding. We also didn't renew the fixed term contract for our Operations Assistant and reduced our Head of Programmes and Creative Engagement role from 1 FTE to 0.8. Our Associate Head of Programmes reduced their role from 0.8
- We also recruited several new team members, including a new Head of Communications and Development.

**Financial review**

Total income amounted to £1,211,437 (2022: £1,506,415) and, after incurring expenditure of £1,601,434 (2022: £1,696,296), the funds decreased by £389,997 (2022: decreased by £189,881). Unrestricted funds decreased by £74,783 (2022: increased by £27,447) and restricted funds decreased by £315,214 (2022: decreased by £217,328). At 31 March 2023 unrestricted funds totalled £1,793,143 (2022: £1,867,927) and restricted funds £26,517 (2022: £341,731).

The restricted funds summary in note 18 shows two funds (ACE Small Cap 22/23 and Transforming Leadership) with deficit balances. The ACE Small Capital Project funding is claimed in arrears resulting in managed negative cashflow on the project until funds are claimed for and received. We are reporting a Transforming Leadership deficit balance because although nearly all of the project expenditure has occurred as at 31 Mar 2023 we were still in the process of closing the project and claiming final payments.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**Reserves policy**

The trustees have established a policy whereby free reserves held by the charity should represent four months of total overheads, which amounts to approximately £220k. They consider that this level of reserves is required to cover the charity's full range of activities and obligations. The reserves policy is discussed at each board meeting. Free reserves, represented by unrestricted funds less designated funds and fixed assets, amounted to £209,629 at 31 March 2023 (2022: £200,445). Restricted fund balances excluding fixed assets amounted to (£23,943) (2022: £341,731). Designated funds amounted to £1,589,270 (2022: £1,635,381) being the Strategic Reserve and the Fixed Asset Improvement Fund.

**Going concern**

The year 2022-23 saw us emerge from the physical restrictions of the COVID pandemic, but the psychological and social impacts have still, to a degree, been perceptible across our programmes, with audiences less reliable in their booking and attendance habits. The rising cost of living crisis has also seen consumer behaviour being impacted as inflationary pressures have added to the rising costs of goods, travel and services in a post-Brexit world.

FY 2022-23 saw us make a successful application to Arts Council England's National Portfolio of funded organisations. We secured a three-year agreement from 2023-26, with £507,576 in core funding and an uplift of £79,006 to deliver some new work: a total value of £586,582 per year. This is a critical element of our financial sustainability and a vote of confidence from our key funder.

We also secured a five-year funding agreement with University of East Anglia at the end of FY 22-23 that will see us build on our long term relationship over the coming years. Our funding from Norwich City Council remained in place – at a slightly reduced rate – and our application for support from Norfolk County Council was once again successful.

Our capital project – funded by ACE, Wolfson Foundation and a range of smaller trusts and foundations, rolled out across the year and included physical capital work around access and renovation of key heritage assets alongside digital capital work that will see us launch our new website and the NCW Academy portfolio in Summer 2023. This work will enable us to increase and diversify our audiences as well as to increase commercial revenues through our creative writing programmes.

We made a successful bid to the National Lottery Heritage Fund for work to diversity and empower our community audiences and to help open up the renovated 'shop front space' that will be a new community entrance to Dragon Hall. The programme will start in autumn 2023. We have appointed a new Development Manager to increase our capacity to fundraise across all the key areas of our work.

After reaching the VAT-able limit on our non-charitable activity related income, we have established a trading company – NCW Commercial Ltd – with its own governance structure. All profits going through this company will be paid back to the charity. The trading company trustees are made up of NCW Trustees.

**Principal funding sources**

The principal funding sources for the charity are currently by way of grant income from Arts Council England East, University of East Anglia, Norwich City Council and Norfolk County Council.

**Plans for future periods**

We have highlighted four strategic priority clusters to drive us forward over the 2023-26 period, all of which have our audiences – writers, translators, children, young people and families, community groups, event attendees, as well as partners and stakeholders – at their heart.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**Plans for future periods (continued)**

The Literature House

The **Literature House** is the physical centrepiece of Norwich UNESCO City of Literature, a place of storytelling and story making dedicated to the development of writing, to supporting new and emerging writers and literary translators, and the power of words and ideas to connect communities and shape our futures. A venue for literature that is nationally networked and resilient has always been central to the vision for NCW at Dragon Hall, and, following the complications and closure brought about by COVID, will be realised in 2023-24 thanks to a second stage small capital project; building on the capital work completed in 2018, we will enhance the visitor, audience, and participant experience to Dragon Hall, ensuring it is a 21st century literature house, fit for the future and open to all.

'Stepping into Dragon Hall'

Dragon Hall is a vital part of Norwich's Medieval heritage, thought to be unique in Northern Europe for being the work and property of single merchant, Robert Toppes (rather than the collaborative work of a Guild, as was more usual). Previously a museum operated by Dragon Hall Volunteers, owned by Norwich City Council, and supported by Norfolk County Museum Services that was open to the public three days per week for tourism, group tours and school visits, NCW have been the custodians of Dragon Hall since 2015. 'Stepping into Dragon Hall' is a multi-faceted programme of capital, programme, digital and interpretation work which sits at the centrepiece of our ambitions for NCW's work within our medieval setting, our commitment to Dragon Hall's history, and recognises the need for the building's heritage to be better understood and in more harmonious alignment with

NCW Academy

NCW's commitment to nurturing and supporting new and emerging talent and creative enterprise of writers is delivered through our NCW Academy programme, a year-round programme of professional development and lifelong learning courses, resources, workshops, mentoring and opportunities, both online and in person, aimed at new and emerging writers and those interested in writing. This work is central to our mission as an engine for writer development outside of London, as well as a vital revenue stream for NCW.

Norwich UNESCO City of Literature

Norwich was designated as England's first City of Literature in 2012. This status connects Norwich to an international network of over 40 other literary cities, creates opportunities to build partnerships and deliver creative projects, and to share best practice with a global network of UNESCO Creative Cities. We will deliver a new ten-year strategy with city partners for 2024, to ensure the designation is understood as a shared endeavour and an opportunity for the whole city to contribute and to use it as a positive platform and shared narrative. Our City of Literature programme of events, commissions, international residencies, and extraordinary and innovative partnerships will share new ideas. We'll connect Norwich to the world and through a new NCW-led marketing campaign support the visitor economy and Norwich as a centre for excellence and innovation.

**Structure, governance and management**

**Trustees**

Trustees who served during the year and up to the date of this report are set out on page 1.

**Governing document**

National Centre for Writing is a charitable company limited by guarantee, incorporated on 27 September 2004 and registered as a charity on 4 August 2005. The company is governed by its Memorandum and Articles of Association as amended on 22 June 2005, 24 April 2006, 3 June 2008, 3 March 2009 and 7 June 2011. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**Structure, governance and management (continued)**

**Recruitment and appointment of trustees**

The charity aims to recruit trustees with a wide range of business and sector experience from which the charity will benefit. It is intended to increase the number of trustees to not more than 12 as suitable candidates become available. The quorum is set at six.

**Trustee induction and training**

New trustees are provided with copies of:

- The Memorandum and Articles of Association
- The latest accounts of the charity and are encouraged to read Charity Commission guidance notes CC3 - "The Essential Trustee: What you need to know, what you need to do"

New trustees are invited to visit the offices of the National Centre for Writing to meet all staff and project workers and to learn more about the day to day running of the organisation. In addition, trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

**Risk management**

Our principle strategic risks relate to our five strategic aims as an organisation:

1. Art: Failure to maintain high quality standard of artistic programme and audience development, or to balance our delivery against audience need and expectation, on the local/national/international level, for audiences both in person and online. We will mitigate this by ensuring strong vision, mission and aims. Ensuring success measures in place to monitor and evaluate to determine impact and success. Ensuring we have the capacity and skills to programme and deliver.
2. Learning: Failure to develop a strong learning and participation programme and engage with the communities of interest and place identified in our strategies. Failure to provide relevant, regular contact and content for our learning communities, in and out of school and HE settings. We will mitigate this by building strong relationships with our local communities via our community advisory board (est. 2022), ensuring our priorities are well-understood by the team, and monitoring our delivery against target and commitments.
3. Place: Failure to embed our aims, activities, and partnerships within key local, regional, and national strategies. Failure to communicate our work or UNESCO status in a meaningful way at local level. We will mitigate this working with key partners in our City, LEP Region, Arts Council and sector nationally and internationally to maintain the presence of NCW and Norwich.
4. Sustainability and Viability: Dependency on key stakeholder income. Loss of or reduction in key stakeholder income. Failure to secure sufficient contributed project funding due to increased competition for trusts and foundation funding and the unknown risks surrounding EU funds. Not securing commercial income levels due to insufficient commercial hires. We will mitigate this by maintaining close links with stakeholders to ensure that activity meets their agenda. Ensure fundraising plan (contributed and earned) is up to date and reviewed regularly. Increasing generation of unrestricted funding from other sources – including increased levels of income from commercial activities, revenue fundraising and the Creative Writing Online programme and Writers Services programme. Increased development capacity in the team to meet new challenges in this area.
5. Operational: Inadequate operational, management, governance and reporting mechanisms. We will mitigate this by regularly reviewing and improving our operational capacity using training, development, and sound line management; testing our finance and audit compliance and health by changing auditors; revising Board subgroup working; maintaining reporting mechanisms for key stakeholders as well as statutory requirements.

The trustees confirm that the major risks to which the charity is exposed have been identified, reviewed, and assessed in order for systems to be established to mitigate those risks.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**Structure, governance and management (continued)**

**Environmental impact**

NCW is committed to reducing our environmental impact, increasing our sustainability, and creating a forum for discussion to bring environmental concerns and the climate crisis conversation to a wider public.

We monitor our carbon footprint through Arts Council England's Julie's Bicycle platform, and the Investment Principles framework. We report annually on both to our board, via the work of our Greener Organisation Group.

We are currently working to improve our environmental performance, to ensure that our monitoring procedures are robust, and to undergo an appropriate accreditation – Norfolk & Suffolk Carbon Charter for instance – which recognises our environmental efforts and holds us to account.

We are currently working to improve our environmental performance, to ensure that our monitoring procedures are robust, and to undergo an appropriate accreditation – Norfolk & Suffolk Carbon Charter for instance – which recognises our environmental efforts and holds us to account.

**Greener Organisation Group**

Our 'Greener Organisation Group' is a cross-departmental team of staff who champion sustainability throughout the year, attending workshops, liaising with sector peers, communicating issues and the latest thinking across the organisation. The Greener Organisation Group ensures that environmental matters are considered at every stage of activity to help identify where changes can be made, however small, to reduce our impact.

Our key green actions to date include monitoring and reducing our waste where we can across all areas of our operation; using green suppliers and utilities; carefully considering and monitoring our approaches to transport in our team and artist travel; using our platform to create events and programmes that inform and challenge audiences on topics relating to the environment and the climate crisis and delivering our work in environmentally responsible ways.

**Pay policy for key management personnel**

The Board of Directors, who are the Charity's Trustees and the senior management team comprise the key management personnel of the charity in charge of directing, controlling, running, and operating the charity on a day-to-day basis. One director received remuneration in the year as his role as CEO. All other directors give their time freely. Details of director's expenses and related party transactions are disclosed in note 16 to the accounts. The pay of senior staff is reviewed annually, and any increases are decided upon considering the cost-of-living increase.

**Organisational structure**

At present the Board consists of 10 trustees who meet four times a year. The Chief Executive, Christopher Gribble, is appointed by the trustees. He is responsible for strategic planning and refers his ideas to the Board for endorsement and authorisation. The Board has two formal subgroups:

1. Finance Audit & Resources: Andrew Yuill (Chair), James Slinger, Chris Gribble
2. Programme and Mission: Nina Nannar, Isobel Dixon, Chris Gribble and Jarred McGinness

The FA&R sub group meets four times per year and the other two twice a year. All sub-groups report back to the Board. There were 10 full time members of staff over the financial year and 12 part time members of staff.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**Fundraising standards information**

The trustees support raising funds from the public in relation to support of our diverse literary programme and maintenance of our heritage building. No professional fundraisers or third party commercial participators are used. The charity is registered with the Fundraising Regulator. There have been no complaints about fundraising activity this year.

The charity has signed up to the Fundraising Regulator's Code of Fundraising Practice. All fundraising guidance and working practices have been or are being updated so that they are compliant.

All direct marketing is undertaken by the charity to ensure it is not unreasonably intrusive or persistent and is only sent to recipients who have engaged with the charity. All marketing material or information sent from the charity contains clear instructions on how a person can be removed from the mailing lists and is GDPR compliant.

**Trustees' responsibilities statement**

The trustees, who are also directors for the purposes of company law, are responsible for preparing the Trustees' 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

1. select suitable accounting policies and then apply them consistently;
2. observe the methods and principles in the Charities SORP 2019 FRS 102;
3. make judgments and accounting estimates that are reasonable and prudent;
4. state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
5. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

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

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**Auditor**

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

**Small company provisions**

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

The trustees' annual report was approved on 07 Dec 2023 and signed on behalf of the board of trustees by:

ALAN WATERS

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Alan Waters (Dec 7, 2023, 2:48pm)

**Mr A Waters (Chair)**

Trustee

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL CENTRE FOR WRITING**

### **Opinion**

We have audited the financial statements of National Centre for Writing (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2023 which comprise Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Charity Balance Sheet, Consolidated and Charity Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2023, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL CENTRE FOR WRITING (CONTINUED)**

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report or from the requirement to prepare a strategic report.

### **Responsibilities of Trustees**

As explained more fully in the trustees' responsibilities statement on page 9, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable group and company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
NATIONAL CENTRE FOR WRITING (CONTINUED)**

**Auditor's responsibilities for the audit of the financial statements (continued)**

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations. This included those regulations directly related to the financial statements. In relation to the charitable company this included GDPR, health and safety, employment law and financial reporting. We communicated the identified laws and regulations with the audit team and remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

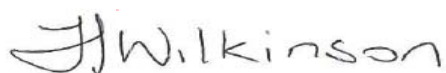
- Enquiry of management around actual and potential litigation and claims, and any known instances of non-compliance.
- Reviewing minutes of Trustee and Finance, Audit & Risk Committee meetings;
- Reviewing legal costs for evidence of any undisclosed litigation or claims;
- Reviewing correspondence with Charity Commission, where relevant;
- Testing journal entries and other adjustments for appropriateness and reviewing accounting estimates for evidence of management bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Helena Wilkinson BSc FCA DChA**

**Senior Statutory Auditor**

**For and on behalf of Price Bailey LLP**

**Chartered Accountants and Statutory Auditors**

Anglia House, 6 Central Avenue

St Andrews Business Park

Thorpe St Andrew

Norwich, Norfolk

NR7 0HR

12 December 2023

Date: .....

**NATIONAL CENTRE FOR WRITING**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

|                                                       | Notes | Unrestricted<br>Funds 2023<br>£ | Restricted<br>Funds 2023<br>£ | Total Funds<br>2023<br>£ | Total Funds<br>2022<br>£ |
|-------------------------------------------------------|-------|---------------------------------|-------------------------------|--------------------------|--------------------------|
| <b>INCOME</b>                                         |       |                                 |                               |                          |                          |
| Donations and legacies                                | 2     | 25,622                          | 189,715                       | 215,337                  | 76,375                   |
| Charitable activities                                 | 3     | 855,634                         | 65,145                        | 920,779                  | 1,376,188                |
| Other trading activities                              | 4     | 68,156                          | 1,154                         | 69,310                   | 50,607                   |
| Investment income                                     | 5     | 6,011                           | -                             | 6,011                    | 3,245                    |
| <b>TOTAL INCOME</b>                                   |       | <b>955,423</b>                  | <b>256,014</b>                | <b>1,211,437</b>         | <b>1,506,415</b>         |
| <b>EXPENDITURE</b>                                    |       |                                 |                               |                          |                          |
| Costs of raising funds                                | 6     | (48,423)                        | (43,140)                      | (91,563)                 | (66,043)                 |
| Charitable activities                                 | 7     | (986,902)                       | (522,969)                     | (1,509,871)              | (1,630,253)              |
| <b>TOTAL EXPENDITURE</b>                              |       | <b>(1,035,325)</b>              | <b>(566,109)</b>              | <b>(1,601,434)</b>       | <b>(1,696,296)</b>       |
| <b>NET (EXPENDITURE)<br/>BEFORE TRANSFER OF FUNDS</b> |       | <b>(79,902)</b>                 | <b>(310,095)</b>              | <b>(389,997)</b>         | <b>(189,881)</b>         |
| Transfers between funds                               | 19    | 5,119                           | (5,119)                       | -                        | -                        |
| <b>NET MOVEMENT IN FUNDS</b>                          |       | <b>(74,783)</b>                 | <b>(315,214)</b>              | <b>(389,997)</b>         | <b>(189,881)</b>         |
| <b>RECONCILIATION OF FUNDS</b>                        |       |                                 |                               |                          |                          |
| Total funds at 31 March 2022                          |       | 1,867,926                       | 341,731                       | 2,209,657                | 2,399,539                |
| <b>TOTAL FUNDS 31 March 2023</b>                      |       | <b>1,793,143</b>                | <b>26,517</b>                 | <b>1,819,660</b>         | <b>2,209,658</b>         |

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

The notes on pages 18 to 39 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING**  
**REGISTERED NUMBER: 05242876**  
**CONSOLIDATED BALANCE SHEET**  
**AT 31 MARCH 2023**

|                                                | Notes | £                | 2023<br>£        | £                | 2022<br>£        |
|------------------------------------------------|-------|------------------|------------------|------------------|------------------|
| <b>FIXED ASSETS</b>                            |       |                  |                  |                  |                  |
| Intangible assets                              | 14    |                  | 28,500           |                  | -                |
| Tangible fixed assets                          | 15    |                  | <u>1,556,357</u> |                  | <u>1,561,521</u> |
|                                                |       |                  | 1,584,857        |                  | 1,561,521        |
| <b>CURRENT ASSETS</b>                          |       |                  |                  |                  |                  |
| Debtors                                        | 17    | 47,473           |                  | 83,834           |                  |
| Cash at bank and in hand                       |       | <u>480,910</u>   |                  | <u>806,924</u>   |                  |
|                                                |       | 528,383          |                  | 890,758          |                  |
| Creditors: Amounts falling due within one year | 18    | <u>(293,580)</u> |                  | <u>(242,621)</u> |                  |
| <b>NET CURRENT ASSETS</b>                      |       |                  | <u>234,803</u>   |                  | <u>648,137</u>   |
| <b>NET ASSETS</b>                              |       |                  | <u>1,819,660</u> |                  | <u>2,209,658</u> |
| <b>FUNDS OF THE CHARITY</b>                    |       |                  |                  |                  |                  |
| Restricted funds                               | 19    |                  | 26,517           |                  | 341,731          |
| Unrestricted funds                             | 19    |                  | 1,793,143        |                  | 1,867,927        |
| <b>TOTAL CHARITY FUNDS</b>                     | 19    |                  | <u>1,819,660</u> |                  | <u>2,209,658</u> |

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

07 Dec 2023

The financial statements were approved by the Trustees on ..... and are signed on their behalf by:

ALAN WATERS

Alan Waters (Dec 7, 2023, 2:48pm)

.....  
**Mr A Waters**

(Chair of Trustees)

The notes on pages 18 to 39 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING**  
**REGISTERED NUMBER: 05242876**  
**CHARITY BALANCE SHEET**  
**AT 31 MARCH 2023**

|                                                | Notes | £                | 2023<br>£        | £                | 2022<br>£        |
|------------------------------------------------|-------|------------------|------------------|------------------|------------------|
| <b>FIXED ASSETS</b>                            |       |                  |                  |                  |                  |
| Intangible assets                              | 14    |                  | 28,500           |                  | -                |
| Tangible fixed assets                          | 15    |                  | 1,555,314        |                  | 1,561,521        |
| Investments                                    | 16    |                  | <u>1</u>         |                  | -                |
|                                                |       |                  | 1,583,815        |                  | 1,561,521        |
| <b>CURRENT ASSETS</b>                          |       |                  |                  |                  |                  |
| Debtors                                        | 17    | 41,222           |                  | 83,834           |                  |
| Cash at bank and in hand                       |       | <u>387,736</u>   |                  | <u>806,924</u>   |                  |
|                                                |       | 428,958          |                  | 890,758          |                  |
| Creditors: Amounts falling due within one year | 18    | <u>(207,113)</u> |                  | <u>(242,621)</u> |                  |
| <b>NET CURRENT ASSETS</b>                      |       |                  | <u>221,845</u>   |                  | <u>648,137</u>   |
| <b>NET ASSETS</b>                              |       |                  | <u>1,805,660</u> |                  | <u>2,209,658</u> |
| <b>FUNDS OF THE CHARITY</b>                    |       |                  |                  |                  |                  |
| Restricted funds                               | 19    | 26,517           |                  | 341,731          |                  |
| Unrestricted funds                             | 19    | 1,779,143        |                  | 1,867,927        |                  |
| <b>TOTAL CHARITY FUNDS</b>                     | 19    |                  | <u>1,805,660</u> |                  | <u>2,209,658</u> |

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

07 Dec 2023

The financial statements were approved by the Trustees on ..... and are signed on their behalf by:

ALAN WATERS

Alan Waters (Dec 7, 2023, 2:48pm)

**Mr A Waters**

(Chair of Trustees)

The notes on pages 18 to 39 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING**

**CONSOLIDATED AND CHARITY STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2023**

|                                                      | <b>Group<br/>2023<br/>£</b> | <b>Charity<br/>2023<br/>£</b> | <b>Group and<br/>Charity<br/>2022<br/>£</b> |
|------------------------------------------------------|-----------------------------|-------------------------------|---------------------------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>          |                             |                               |                                             |
| Net (expenditure)                                    | (389,997)                   | (403,997)                     | (189,881)                                   |
| <u>Adjustments for:</u>                              |                             |                               |                                             |
| Depreciation of tangible fixed assets                | 57,251                      | 56,977                        | 62,155                                      |
| Other interest receivable and similar income         | (6,011)                     | (6,011)                       | (3,245)                                     |
| decrease / (Increase) in debtors                     | 36,361                      | 42,612                        | (46,953)                                    |
| Increase / (decrease) in creditors                   | 50,958                      | (35,510)                      | 48,122                                      |
| Net cash from operating activities                   | <u>(251,438)</u>            | <u>(345,929)</u>              | <u>(129,802)</u>                            |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>          |                             |                               |                                             |
| Interest received                                    | 6,011                       | 6,011                         | 3,245                                       |
| Purchase of tangible and intangible assets           | (80,587)                    | (79,270)                      | (27,897)                                    |
| Net cash spent on investing activities               | <u>(74,576)</u>             | <u>(73,259)</u>               | <u>(24,652)</u>                             |
| <b>NET DECREASE IN CASH AND CASH EQUIVALENTS</b>     | (326,014)                   | (419,188)                     | (154,454)                                   |
| <b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEA</b> | <u>806,924</u>              | <u>806,924</u>                | <u>961,378</u>                              |
| <b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>      | <u><u>480,910</u></u>       | <u><u>387,736</u></u>         | <u><u>806,924</u></u>                       |

The net debt note is included in note 21

The notes on pages 18 to 39 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**1 ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**(a) General information**

The charity is a private company limited by guarantee, incorporated in England and Wales under the Companies Act 2006. It is also a registered charity in England and Wales. The registered office address is Dragon Hall, 115-123 King Street, Norwich, NR1 1QE.

The Charity is a company limited by guarantee and does not have share capital. The members of the Charity total 12 (2022: 11) and have guaranteed that in the event of the Charity being wound up during their membership or one year thereafter, each would contribute to the assets of the Charity a sum not exceeding £1 (2022: £1).

**(b) Basis of preparation**

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) (effective 1 January 2019) - Charities SORP (FRS 102) (effective 1 January 2019) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are prepared in pounds sterling, which is the functional currency of the entity, and rounded to the nearest £1. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

**(c) Group financial statements**

The financial statements have been prepared for the group of which National Centre for Writing is the ultimate parent charitable company. The financial statements consolidate the accounts of NCW Commercial Ltd, its subsidiary undertaking ('subsidiary') on a line by line basis. A separate Statement of Financial Activities has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. A summary of the financial performance of the subsidiary has been included in note 16.

**(d) Going Concern**

The year 2022-23 saw us emerge from the physical restrictions of the COVID pandemic, but the psychological and social impacts have still, to a degree, been perceptible across our programmes, with audiences less reliable in their booking and attendance habits. The rising cost of living crisis has also seen consumer behaviour being impacted as inflationary pressures have added to the rising costs of goods, travel and services in a post-Brexit world.

FY 2022-23 saw us make a successful application to Arts Council England's National Portfolio of funded organisations. We secured a three-year agreement from 2023-26, with £507,576 in core funding and an uplift of £79,006 to deliver some new work: a total value of £586,582 per year. This is a critical element of our financial sustainability and a vote of confidence from our key funder.

We also secured a five-year funding agreement with University of East Anglia at the end of FY 22-23 that will see us build on our long term relationship over the coming years. Our funding from Norwich City Council remained in place – at a slightly reduced rate – and our application for support from Norfolk County Council was once again successful.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**1 ACCOUNTING POLICIES (continued)**

**(d) Going Concern (continued)**

Our capital project – funded by ACE, Wolfson Foundation and a range of smaller trusts and foundations, rolled out across the year and included physical capital work around access and renovation of key heritage assets alongside digital capital work that will see us launch our new website and the NCW Academy portfolio in Summer 2023. This work will enable us to increase and diversify our audiences as well as to increase commercial revenues through our creative writing programmes.

We made a successful bid to the National Lottery Heritage Fund for work to diversity and empower our community audiences and to help open up the renovated ‘shop front space’ that will be a new community entrance to Dragon Hall. The programme will start in autumn 2023. We have appointed a new Development Manager to increase our capacity to fundraise across all the key areas of our work.

After reaching the VAT-able limit on our non-charitable activity related income, we have established a trading company – NCW Commercial Ltd – with its own governance structure. All profits going through this company will be paid back to the charity. The trading company trustees are made up of NCW Trustees.

Working capital and projected cashflow is currently healthy and the level of unrestricted free reserves exceed the level of reserves set out in the reserves policy. Although we have reported a 2022/23 deficit of £28,672 against our general reserve, our medium term plan for 2024 – 2026 is to achieve a minimum of breakeven against free reserve levels.

**(e) Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the purposes of the charity. Designated funds are unrestricted funds earmarked by the trustees for specific purposes. Restricted funds are subjected to restrictions on their expenditure imposed by the donor. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements.

**(f) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities. The following specific policies are applied to particular categories of income:

- Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the period. Any amounts of Gift Aid not received by the period end are accounted for in income and accrued income in debtors.
- Donated services and facilities are included at the value to the charity, being the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market.
- Where legacies have been notified to the charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material.
- Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank.
- Income from charitable trading activity is accounted for when earned.
- Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

## 1 ACCOUNTING POLICIES (continued)

**(g) Judgements and key sources of estimation uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

There are no key assumptions concerning the future, nor key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

### (h) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure includes VAT as the Charity is not VAT registered and therefore this cannot be recovered. VAT is reported as part of the expenditure to which it relates. All expenditure is accounted for on an accruals basis under the following headings:

- Costs of raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes. Fundraising costs do not include the costs of disseminating information in support of the charitable activities.
- 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 comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

**(i) Intangible assets**

Amortisation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:

|                                      |                  |
|--------------------------------------|------------------|
| Website development/bespoke software | 3 years/ 4 years |
|--------------------------------------|------------------|

If there is an indication that there has been a significant change in amortisation rate, useful life or residual value of an intangible asset, the amortisation is revised prospectively to reflect the new estimates.

**(j) Tangible assets**

Tangible fixed assets are stated at cost less depreciation. All assets costing more than £500 are capitalised. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

|                                       |                                 |
|---------------------------------------|---------------------------------|
| Assets under construction             | Not depreciated until completed |
| Long term leasehold buildings         | Over 50 years                   |
| Office equipment, fixtures & fittings | 25% straight line               |
| Plant & machinery                     | 10% straight line               |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**1 ACCOUNTING POLICIES (continued)**

**(k) Investments**

Investments are a form of basic financial instrument and in the current year relate to the shares in the trading subsidiary which is carried at cost.

**(l) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

**(m) Cash at bank and in hand**

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

**(n) Pension scheme**

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

**(o) Creditors**

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

**(p) Operating lease agreements**

Operating leases are recognised over the period of which the lease falls due. Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

**(q) Taxation**

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**(r) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of fixed assets which are measured at cost less depreciation. Included in financial assets are trade debtors, accrued income and the bank balance. Prepayments are not considered to be financial assets. Included in financial liabilities are trade creditors, accruals, deferred income and other creditors.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

| <b>2</b> | <b>DONATIONS AND LEGACIES</b>            | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>     |
|----------|------------------------------------------|-------------------------------|-----------------------------|------------------|
|          |                                          | <b>2023</b>                   | <b>2023</b>                 | <b>2023</b>      |
|          |                                          | <b>£</b>                      | <b>£</b>                    | <b>£</b>         |
|          | Donations and grants                     | <u>25,622</u>                 | <u>189,715</u>              | <u>215,337</u>   |
|          |                                          | <b>2022</b>                   | <b>2022</b>                 | <b>2022</b>      |
|          |                                          | <b>£</b>                      | <b>£</b>                    | <b>£</b>         |
|          | Donations and grants                     | <u>30,021</u>                 | <u>46,354</u>               | <u>76,375</u>    |
| <b>3</b> | <b>INCOME FROM CHARITABLE ACTIVITIES</b> | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>     |
|          |                                          | <b>2023</b>                   | <b>2023</b>                 | <b>2023</b>      |
|          |                                          | <b>£</b>                      | <b>£</b>                    | <b>£</b>         |
|          | Box office receipts                      | 6,630                         | -                           | 6,630            |
|          | Course / workshop fees                   | 26,249                        | 1,600                       | 27,849           |
|          | Producer fees and partner contributions  | 12,004                        | 29,669                      | 41,673           |
|          | Creative Writing Online                  | 188,860                       | 238                         | 189,098          |
|          | Norwich City Council                     | 37,800                        | -                           | 37,800           |
|          | Norfolk County Council                   | 7,442                         | -                           | 7,442            |
|          | University of East Anglia                | 50,000                        | -                           | 50,000           |
|          | Arts Council England East                | 507,576                       | 20,384                      | 527,960          |
|          | New Anglia LEP                           | -                             | 13,254                      | 13,254           |
|          | Creative Arts East                       | 15,385                        | -                           | 15,385           |
|          | Other                                    | 3,688                         | -                           | 3,688            |
|          |                                          | <u>855,634</u>                | <u>65,145</u>               | <u>920,779</u>   |
|          |                                          | <b>2022</b>                   | <b>2022</b>                 | <b>2022</b>      |
|          |                                          | <b>£</b>                      | <b>£</b>                    | <b>£</b>         |
|          | Box office receipts                      | 430                           | 2,853                       | 3,283            |
|          | Course / workshop fees                   | 30,122                        | 9,121                       | 39,243           |
|          | Producer fees and partner contributions  | 8,985                         | 106,641                     | 115,626          |
|          | Creative Writing Online                  | 192,866                       | -                           | 192,866          |
|          | Norwich City Council                     | 37,800                        | 6,865                       | 44,665           |
|          | Norfolk County Council                   | 7,442                         | 3,360                       | 10,802           |
|          | British Council                          | -                             | 25,000                      | 25,000           |
|          | University of East Anglia                | 50,000                        | -                           | 50,000           |
|          | Arts Council England East                | 475,576                       | 382,355                     | 857,931          |
|          | New Anglia LEP                           | -                             | 24,665                      | 24,665           |
|          | Creative Arts East                       | 12,109                        | -                           | 12,109           |
|          |                                          | <u>815,329</u>                | <u>560,859</u>              | <u>1,376,188</u> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**3 INCOME FROM CHARITABLE ACTIVITIES (continued)**

|                                                                                 | <b>2023</b> | <b>2022</b> |
|---------------------------------------------------------------------------------|-------------|-------------|
| Government grants included in income from charitable activities are as follows: |             |             |
| Arts Council England                                                            | 527,960     | 857,931     |
| University of East Anglia                                                       | 50,000      | 50,000      |
| Norfolk County Council                                                          | 7,442       | 10,802      |
| Norwich City Council                                                            | 37,800      | 44,665      |
| New Anglia LEP                                                                  | 13,254      | 24,665      |
| British Council                                                                 | -           | 25,000      |

Apart from the Arts Council England funding, there are no unfulfilled conditions at year end relating to these grants (2022: none). Please see note 22 for the conditions around the Arts Council England funding.

In addition, with regards the Norwich City Council, the charity has a peppercorn lease in place and more details are provided in note 21.

**4 OTHER TRADING ACTIVITIES**

|                                    | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>  |
|------------------------------------|-------------------------------|-----------------------------|---------------|
|                                    | <b>2023</b>                   | <b>2023</b>                 | <b>2023</b>   |
|                                    | <b>£</b>                      | <b>£</b>                    | <b>£</b>      |
| Membership and subscription income | 1,246                         | -                           | 1,246         |
| Book and merchandise Sales         | 251                           | 1,055                       | 1,306         |
| Venue Hire and catering income     | 66,659                        | 99                          | 66,758        |
| Total trading income               | <u>68,156</u>                 | <u>1,154</u>                | <u>69,310</u> |
|                                    | <b>2022</b>                   | <b>2022</b>                 | <b>2022</b>   |
|                                    | <b>£</b>                      | <b>£</b>                    | <b>£</b>      |
| Membership and subscription income | 1,521                         | -                           | 1,521         |
| Book and merchandise Sales         | 196                           | -                           | 196           |
| Venue Hire and catering income     | 48,890                        | -                           | 48,890        |
| Total trading income               | <u>50,607</u>                 | <u>-</u>                    | <u>50,607</u> |

**5 INVESTMENT INCOME**

|                        | <b>Unrestricted<br/>Funds</b> | <b>Total<br/>Funds</b> |
|------------------------|-------------------------------|------------------------|
|                        | <b>2023</b>                   | <b>2023</b>            |
|                        | <b>£</b>                      | <b>£</b>               |
| Bank interest received | <u>6,011</u>                  | <u>6,011</u>           |
|                        | <b>2022</b>                   | <b>2022</b>            |
|                        | <b>£</b>                      | <b>£</b>               |
| Bank interest received | <u>3,245</u>                  | <u>3,245</u>           |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**6 COSTS OF RAISING FUNDS**

|                                       | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>      |
|---------------------------------------|-------------------------------|-----------------------------|-------------------|
|                                       | <b>2023<br/>£</b>             | <b>2023<br/>£</b>           | <b>2023<br/>£</b> |
| Salary and fundraising overhead costs | -                             | 43,140                      | 43,140            |
| Cost of trading activity              | 48,423                        | -                           | 48,423            |
| Total costs of raising funds          | <u>48,423</u>                 | <u>43,140</u>               | <u>91,563</u>     |
|                                       | <b>2022<br/>£</b>             | <b>2022<br/>£</b>           | <b>2022<br/>£</b> |
| Salary and fundraising overhead costs | 16,211                        | 15,436                      | 31,647            |
| Cost of trading activity              | 34,396                        | -                           | 34,396            |
| Total costs of raising funds          | <u>50,607</u>                 | <u>15,436</u>               | <u>66,043</u>     |

**7 EXPENDITURE ON CHARITABLE ACTIVITIES**

|            | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>      |
|------------|-------------------------------|-----------------------------|-------------------|
|            | <b>2023<br/>£</b>             | <b>2023<br/>£</b>           | <b>2023<br/>£</b> |
| Art        | 85,761                        | 361,967                     | 447,728           |
| Learning   | 192,497                       | 116,131                     | 308,628           |
| Place      | 57,887                        | 44,269                      | 102,156           |
| Operations | 650,757                       | 602                         | 651,359           |
|            | <u>986,902</u>                | <u>522,969</u>              | <u>1,509,871</u>  |
|            | <b>2022<br/>£</b>             | <b>2022<br/>£</b>           | <b>2022<br/>£</b> |
| Art        | 47,062                        | 557,440                     | 604,502           |
| Learning   | 156,258                       | 214,322                     | 370,580           |
| Place      | 57,924                        | 26,426                      | 84,350            |
| Operations | 570,821                       |                             | 570,821           |
|            | <u>832,065</u>                | <u>798,188</u>              | <u>1,630,253</u>  |

**Total expenditure on Charitable Activities is split as follows:**

|                        | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|------------------------|-------------------|-------------------|
| Direct costs           | 845,367           | 1,056,895         |
| Support costs (note 8) | 664,504           | 573,358           |
|                        | <u>1,509,871</u>  | <u>1,630,253</u>  |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**8 SUPPORT COSTS**

|                           | <b>2023</b>    | <b>2022</b>    |
|---------------------------|----------------|----------------|
|                           | <b>£</b>       | <b>£</b>       |
| Salaries & Freelance      | 510,934        | 440,895        |
| Admin & IT                | 49,636         | 56,088         |
| Finance                   | 1,500          | 1,444          |
| Comms and Marketing       | 21,480         | 4,870          |
| Programme and Production  | (214)          | 8,551          |
| Governance costs (note 9) | 13,200         | 11,762         |
| Premises                  | 67,968         | 49,748         |
|                           | <u>664,504</u> | <u>573,358</u> |

**9 ANALYSIS OF GOVERNANCE COSTS**

|                                     | <b>2023</b>   | <b>2022</b>   |
|-------------------------------------|---------------|---------------|
|                                     | <b>£</b>      | <b>£</b>      |
| Auditors remuneration (see note 10) | 12,822        | 12,060        |
| Other governance costs              | 378           | (298)         |
|                                     | <u>13,200</u> | <u>11,762</u> |

**10 AUDITOR'S REMUNERATION**

|                                                        | <b>2023</b>   | <b>2022</b>   |
|--------------------------------------------------------|---------------|---------------|
|                                                        | <b>£</b>      | <b>£</b>      |
| Fees payable for the audit of the financial statements | 10,380        | 8,850         |
| Accountancy costs payable to the auditor               | 3,222         | 3,210         |
|                                                        | <u>13,602</u> | <u>12,060</u> |

**11 NET EXPENDITURE**

|                                            | <b>2023</b> | <b>2022</b> |
|--------------------------------------------|-------------|-------------|
|                                            | <b>£</b>    | <b>£</b>    |
| This is stated after charging/(crediting): |             |             |
| Depreciation of tangible fixed assets      | 57,251      | 62,155      |
| Defined contribution pension contributions | 22,252      | 21,918      |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**12 STAFF COSTS**

The total staff costs and employee benefits for the reporting period are analysed as follows:

|                                         | <b>2023</b>    | <b>2022</b>    |
|-----------------------------------------|----------------|----------------|
|                                         | <b>£</b>       | <b>£</b>       |
| Wages and salaries                      | 617,221        | 560,196        |
| Social Security costs                   | 53,050         | 48,168         |
| Employer contributions to pension plans | 22,290         | 21,918         |
| Other staff & freelance costs           | 69,211         | 123,194        |
|                                         | <u>761,772</u> | <u>753,476</u> |

The charity operates a defined contribution pension scheme. Contributions totalling nil (2022 - nil) were payable to the fund at the balance sheet date.

**Key Management Personnel**

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. Key management personnel consists of the people listed on page 1 and the trustees. The total remuneration paid to key management personnel for services provided to the charity was £281,073 (2022: £237,469).

The average head count of employees during the year was 35 (2022: 34).

During the year, there was 1 employee whose total employee benefits (exc. pension costs) were between £60,000 and £70,000. (2022: 1 employee between £60,000 and £70,000).

**13 TRUSTEE REMUNERATION AND EXPENSES**

One trustee has been paid remuneration and received other benefits from employment with the charity: Dr Chris Gribble received remuneration of £68,526 and pension contributions of £2,741 (2022: £68,895 remuneration and £2,697 pension contributions), paid under his role as Chief Executive Officer of the charity. The CEO is paid under the authority of the Memorandum and Articles of association, as amended by Special Resolution in 2011.

One trustee claimed expenses or had their expenses met by the charity in respect of travel and subsistence totalling £157 (2022: one trustee £440).

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**14 INTANGIBLE ASSETS**

|                                   | <b>Group<br/>Website/Bespoke<br/>Software<br/>£</b> | <b>Charity<br/>Website/Bespoke<br/>Software</b> |
|-----------------------------------|-----------------------------------------------------|-------------------------------------------------|
| <b>Cost</b>                       |                                                     |                                                 |
| At 1 April 2022                   | 16,850                                              | 16,850                                          |
| Additions                         | 28,500                                              | 28,500                                          |
| At 31 March 2023                  | <u>45,350</u>                                       | <u>45,350</u>                                   |
| <b>Amortisation</b>               |                                                     |                                                 |
| At 1 April 2022 and 31 March 2023 | <u>16,850</u>                                       | <u>16,850</u>                                   |
| <b>Carrying amount</b>            |                                                     |                                                 |
| At 31 March 2023                  | <u><u>28,500</u></u>                                | <u><u>28,500</u></u>                            |
| At 1 April 2022                   | <u><u>-</u></u>                                     | <u><u>-</u></u>                                 |

**15 TANGIBLE FIXED ASSETS**

**Group**

|                         | <b>Longterm<br/>Leasehold<br/>Land &amp;<br/>Buildings<br/>£</b> | <b>Fixtures &amp;<br/>fittings<br/>£</b> | <b>Office<br/>equipment<br/>£</b> | <b>Plant &amp;<br/>Machinery<br/>£</b> | <b>Asset<br/>under<br/>construction</b> | <b>Total<br/>£</b>      |
|-------------------------|------------------------------------------------------------------|------------------------------------------|-----------------------------------|----------------------------------------|-----------------------------------------|-------------------------|
| <b>Cost</b>             |                                                                  |                                          |                                   |                                        |                                         |                         |
| At 1 April 2022         | 1,605,029                                                        | 56,319                                   | 70,426                            | 13,136                                 | -                                       | 1,744,910               |
| Additions               | -                                                                | 2,708                                    | 4,675                             | -                                      | 44,704                                  | 52,087                  |
| <b>At 31 March 2023</b> | <u><u>1,605,029</u></u>                                          | <u><u>59,027</u></u>                     | <u><u>75,101</u></u>              | <u><u>13,136</u></u>                   | <u><u>44,704</u></u>                    | <u><u>1,796,997</u></u> |
| <b>Depreciation</b>     |                                                                  |                                          |                                   |                                        |                                         |                         |
| At 1 April 2022         | 94,894                                                           | 38,566                                   | 48,834                            | 1,095                                  | -                                       | 183,389                 |
| Charge for the year     | 32,101                                                           | 8,610                                    | 15,227                            | 1,313                                  | -                                       | 57,251                  |
| <b>At 31 March 2023</b> | <u><u>126,995</u></u>                                            | <u><u>47,176</u></u>                     | <u><u>64,061</u></u>              | <u><u>2,408</u></u>                    | <u><u>-</u></u>                         | <u><u>240,640</u></u>   |
| <b>Carrying amount</b>  |                                                                  |                                          |                                   |                                        |                                         |                         |
| At 31 March 2023        | <u><u>1,478,034</u></u>                                          | <u><u>11,851</u></u>                     | <u><u>11,040</u></u>              | <u><u>10,728</u></u>                   | <u><u>44,704</u></u>                    | <u><u>1,556,357</u></u> |
| At 1 April 2022         | <u><u>1,510,135</u></u>                                          | <u><u>17,753</u></u>                     | <u><u>21,592</u></u>              | <u><u>12,041</u></u>                   | <u><u>-</u></u>                         | <u><u>1,561,521</u></u> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**15 TANGIBLE FIXED ASSETS (CONTINUED)**

| <b>Charity</b>          |                                                                  |                                          |                                   |                                        |                                         |                    |
|-------------------------|------------------------------------------------------------------|------------------------------------------|-----------------------------------|----------------------------------------|-----------------------------------------|--------------------|
|                         | <b>Longterm<br/>Leasehold<br/>Land &amp;<br/>Buildings<br/>£</b> | <b>Fixtures &amp;<br/>fittings<br/>£</b> | <b>Office<br/>equipment<br/>£</b> | <b>Plant &amp;<br/>Machinery<br/>£</b> | <b>Asset<br/>under<br/>construction</b> | <b>Total<br/>£</b> |
| <b>Cost</b>             |                                                                  |                                          |                                   |                                        |                                         |                    |
| At 1 April 2022         | 1,605,029                                                        | 56,319                                   | 70,426                            | 13,136                                 | -                                       | 1,744,910          |
| Additions               | -                                                                | 1,391                                    | 4,675                             | -                                      | 44,704                                  | 50,770             |
| <b>At 31 March 2023</b> | <b>1,605,029</b>                                                 | <b>57,710</b>                            | <b>75,101.00</b>                  | <b>13,136.00</b>                       | <b>44,704</b>                           | <b>1,795,680</b>   |
| <b>Depreciation</b>     |                                                                  |                                          |                                   |                                        |                                         |                    |
| At 1 April 2022         | 94,894                                                           | 38,566                                   | 48,834                            | 1,095                                  | -                                       | 183,389            |
| Charge for the year     | 32,101                                                           | 8,336                                    | 15,227                            | 1,313                                  | -                                       | 56,977             |
| <b>At 31 March 2023</b> | <b>126,995</b>                                                   | <b>46,902</b>                            | <b>64,061</b>                     | <b>2,408</b>                           | <b>-</b>                                | <b>240,366</b>     |
| <b>Carrying amount</b>  |                                                                  |                                          |                                   |                                        |                                         |                    |
| <b>At 31 March 2023</b> | <b>1,478,034</b>                                                 | <b>10,808</b>                            | <b>11,040</b>                     | <b>10,728</b>                          | <b>44,704</b>                           | <b>1,555,314</b>   |
| At 1 April 2022         | 1,510,135                                                        | 17,753                                   | 21,592                            | 12,041                                 | -                                       | 1,561,521          |

**16 FIXED ASSET INVESTMENTS (CHARITY)**

**Investments in subsidiary companies**

|                                        | <b>Total<br/>£</b> |
|----------------------------------------|--------------------|
| <b>Cost or valuation</b>               |                    |
| Addition (setup of subsidiary in year) | 1                  |
| At 31 March 2023                       | <u>1</u>           |
| <b>Net book value</b>                  |                    |
| At 31 March 2023                       | <u>1</u>           |

**Subsidiary undertaking**

The following was a subsidiary undertaking during the year:

|                               | <b>Total funds</b> | <b>Holding</b> |
|-------------------------------|--------------------|----------------|
| NCW Commercial Ltd (14098180) | 13,999             | 100%           |

The wholly owned trading subsidiary NCW Commercial Ltd is incorporated in England (company number 14098180). NCW Commercial Ltd's primary purpose is to carry out commercial activities to the benefit of National Centre for Writing.

The company was incorporated on the 10 May 2022 and this is the first period of trade.

The summary financial performance of the subsidiary NCW Commercial Ltd alone is:

|                                        | <b>Period ending<br/>31-Mar-23<br/>£</b> |
|----------------------------------------|------------------------------------------|
| Turnover                               | 57,921                                   |
| Cost of Sales and admin costs          | (43,922)                                 |
| Net profit                             | <u>13,999</u>                            |
| Retained earnings at the 31 March 2023 | 13,999                                   |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**17 DEBTORS**

|                                         | Group<br>2023<br>£ | Charity<br>2023<br>£ | Group and<br>Charity<br>2022<br>£ |
|-----------------------------------------|--------------------|----------------------|-----------------------------------|
| Trade Debtors                           | 15,753             | 10,252               | 60,392                            |
| Prepayments and accrued income          | 31,720             | 30,807               | 23,442                            |
| Amounts due from subsidiary undertaking | -                  | 163                  | -                                 |
|                                         | <u>47,473</u>      | <u>41,222</u>        | <u>83,834</u>                     |

**18 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                 | Group<br>2023<br>£ | Charity<br>2023<br>£ | Group and<br>Charity<br>2022<br>£ |
|---------------------------------|--------------------|----------------------|-----------------------------------|
| Trade creditors                 | 39,451             | 39,451               | 23,041                            |
| Accruals and deferred income    | 218,301            | 150,327              | 192,896                           |
| Social security and other taxes | 18,849             | 11,356               | 12,811                            |
| Other creditors                 | 16,979             | 5,979                | 13,873                            |
|                                 | <u>293,580</u>     | <u>207,113</u>       | <u>242,621</u>                    |

|                                 | Group<br>2023<br>£ | Charity<br>2023<br>£ | Group and<br>Charity<br>2022<br>£ |
|---------------------------------|--------------------|----------------------|-----------------------------------|
| Deferred income breakdown       |                    |                      |                                   |
| Deferred income brought forward | 55,408             | 55,408               | 50,917                            |
| Released during the year        | (55,408)           | (55,408)             | (50,169)                          |
| Deferred during the year        | 91,190             | 24,714               | 54,660                            |
| Deferred income carried forward | <u>91,190</u>      | <u>24,714</u>        | <u>55,408</u>                     |

Deferred income relates to income received for future events.

**19 GROUP FUNDS SUMMARY  
Year Ended 31 March 2023**

| Unrestricted funds                                   | At 1 April<br>2022<br>£ | Income<br>£    | Expenditure<br>£   | Transfers<br>£ | At 31 March<br>2023<br>£ |
|------------------------------------------------------|-------------------------|----------------|--------------------|----------------|--------------------------|
| General Funds                                        | 232,545                 | 955,423        | (989,214)          | 5,119          | 203,873                  |
| Designated Fund - Strategic Reserve                  | 109,534                 | -              | -                  | -              | 109,534                  |
| Designated Dragon Hall fixed asset improvements fund | 1,525,847               | -              | (46,111)           | -              | 1,479,736                |
|                                                      | <u>1,867,926</u>        | <u>955,423</u> | <u>(1,035,325)</u> | <u>5,119</u>   | <u>1,793,143</u>         |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**19 GROUP FUNDS SUMMARY (continued)**

|                                     | At 1 April<br>2022 | Income   | Expenditure |                  | At 31 March<br>2023 |
|-------------------------------------|--------------------|----------|-------------|------------------|---------------------|
| <b>Restricted</b>                   | <b>£</b>           | <b>£</b> | <b>£</b>    | <b>Transfers</b> | <b>£</b>            |
| A4E                                 | (3,657)            | 3,749    | -           | (92)             | -                   |
| A Life Written                      | -                  | 10,620   | (9,758)     | -                | 862                 |
| ACE Small Cap 23/24                 | -                  | 7,139    | (557)       | 5,756            | 12,338              |
| ACE Korea Residency                 | -                  | 10,800   | (1,949)     | (3,451)          | 5,400               |
| Art, Learning, Places Funds         | 2,128              | 826      | (1,222)     | -                | 1,732               |
| Capital Project (including WREN)    | (250)              | -        | -           | 250              | -                   |
| Catalyst                            | 57,828             | -        | (57,828)    | -                | -                   |
| City of Literature for Young People | 1,762              | 7,520    | (6,102)     | 1,067            | 4,247               |
| CRF 2                               | 2,589              | -        | (1,148)     | -                | 1,441               |
| CWO Burseries Fund                  | 402                | 3,155    | (475)       | -                | 3,082               |
| East Anglian Book Awards            | -                  | 1,368    | (1,618)     | 250              | -                   |
| Escalator                           | 8,285              | 10,343   | (17,258)    | 1,738            | 3,108               |
| Geoffrey Watling Trust              | 1,796              | -        | (1,290)     | (506)            | -                   |
| Heritage Waddilove Grant            | 4,500              | 600      | (588)       | (5,756)          | (1,244)             |
| Heritage Building Fund              | 13,635             | -        | (6,117)     | -                | 7,518               |
| Heritage Volunteer Fund             | 5,016              | 722      | (4,512)     | -                | 1,226               |
| ICORN                               | -                  | 1,829    | (1,829)     | -                | -                   |
| ILS 22                              | 25,000             | -        | (22,693)    | -                | 2,307               |
| Jakarta Residency                   | -                  | -        | (500)       | -                | (500)               |
| Lit from the Inside                 | 12,326             | -        | (12,236)    | -                | 90                  |
| Lithuania Residency                 | -                  | -        | (10)        | 10               | -                   |
| LTI Korea Residency                 | -                  | 5,300    | (4,195)     | (1,105)          | -                   |
| Modern Culture Residencies          | -                  | -        | (965)       | 965              | -                   |
| NCW Awards                          | 98,821             | 12,207   | (109,305)   | -                | 1,723               |
| NAORP                               | 892                | -        | (567)       | (325)            | -                   |
| Noirwich                            | 3,897              | -        | (2,228)     | -                | 1,669               |
| Norwich City Council                |                    |          |             |                  |                     |
| Support Grant                       | 4,832              | -        | (2,677)     | -                | 2,155               |
| NCW Platform                        | 14,108             | 13,245   | (27,353)    | -                | -                   |
| Passa Porte Residency               | -                  | -        | (3,434)     | 3,434            | -                   |
| Quebec Virtual Residency            | 2,500              | -        | (2,713)     | 213              | -                   |
| Reckitt Arts Trust Residency        | 2,000              | (2,000)  | -           | -                | -                   |
| Saturday Writing Club               | 3,242              | 3,265    | (6,217)     | -                | 290                 |
| Sharing Stories                     | -                  | 6,400    | (6,441)     | -                | (41)                |
| Singapore Residency                 | -                  | 19,821   | (19,053)    | (768)            | -                   |
| Stories From The Quarter            | 13,341             | 13,618   | (19,722)    | -                | 7,237               |
| Taiwan Residency                    | 3,600              | 3,500    | -           | -                | 7,100               |
| The Inn Crowd 2                     | -                  | 26,891   | (15,227)    | (11,663)         | 1                   |
| Time to Write                       | 236                | -        | -           | (236)            | -                   |
| Transforming Leadership             | 19,874             | 13,253   | (72,299)    | -                | (39,172)            |
| Translation in Motion               |                    |          |             |                  |                     |
| Residency                           | -                  | 5,032    | (7,446)     | -                | (2,414)             |
| Emerging Translators                |                    |          |             |                  |                     |
| Programme 21/22                     | (2,105)            | 16,801   | (16,634)    | 1,937            | (1)                 |
| Emerging Translators                |                    |          |             |                  |                     |
| Programme 22/23                     | 6,759              | 27,750   | (35,963)    | 4,500            | 3,046               |
| UK Residencies                      | -                  | 10,900   | (8,473)     | (927)            | 1,500               |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**19 GROUP FUNDS SUMMARY (continued)**

|                                             | At 1 April<br>2022      | Income                  | Expenditure               | Transfers       | At 31 March<br>2023     |
|---------------------------------------------|-------------------------|-------------------------|---------------------------|-----------------|-------------------------|
| <b>Restricted</b>                           | <b>£</b>                | <b>£</b>                | <b>£</b>                  | <b>£</b>        | <b>£</b>                |
| UNESCO                                      | 381                     | -                       | -                         | (381)           | -                       |
| Visible Communities                         | 41,723                  | -                       | (41,695)                  | (29)            | (1)                     |
| WCN Bursaries Fund                          | 717                     | -                       | -                         | -               | 717                     |
| Yanai Initiative Collaboration<br>2020-2023 | (4,447)                 | 21,360                  | (15,812)                  | -               | 1,101                   |
|                                             | <u>341,731</u>          | <u>256,014</u>          | <u>(566,109)</u>          | <u>(5,119)</u>  | <u>26,517</u>           |
| <b>TOTAL FUNDS</b>                          | <b><u>2,209,657</u></b> | <b><u>1,211,437</u></b> | <b><u>(1,601,434)</u></b> | <b><u>-</u></b> | <b><u>1,819,660</u></b> |

**Year Ended 1 April 2022**

| <b>Unrestricted funds</b>                                  | At 1 April<br>2021 | Income         | Expenditure      | Transfers     | At 1 April<br>2022 |
|------------------------------------------------------------|--------------------|----------------|------------------|---------------|--------------------|
|                                                            | <b>£</b>           | <b>£</b>       | <b>£</b>         | <b>£</b>      | <b>£</b>           |
| General Funds                                              | 151,503            | 899,203        | (829,076)        | 10,916        | 232,546            |
| Designated Fund - Strategic<br>Reserve                     | 109,534            | -              | -                | -             | 109,534            |
| Designated Dragon Hall<br>fixed asset improvements<br>fund | 1,579,443          | -              | (53,596)         | -             | 1,525,847          |
|                                                            | <u>1,840,480</u>   | <u>899,203</u> | <u>(882,672)</u> | <u>10,916</u> | <u>1,867,927</u>   |

| <b>Restricted</b>                      | At 1 April<br>2021 | Income   | Expenditure | Transfers | At 1 April<br>2022 |
|----------------------------------------|--------------------|----------|-------------|-----------|--------------------|
|                                        | <b>£</b>           | <b>£</b> | <b>£</b>    | <b>£</b>  | <b>£</b>           |
| A4E                                    | 157,666            | 47,500   | (208,824)   | -         | (3,658)            |
| A Life Written                         | -                  | 3,540    | (4,490)     | 950       | -                  |
| Art, Learning, Places Funds            | 597                | 1,531    | -           | -         | 2,128              |
| Bulgarian Residency                    | 335                | -        | (335)       | -         | -                  |
| Capital Project (including<br>WREN)    | 4,500              | -        | (4,750)     | -         | (250)              |
| Catalyst                               | 57,828             | -        | -           | -         | 57,828             |
| City of Literature for Young<br>People | -                  | 3,781    | (2,019)     | -         | 1,762              |
| CRF 2                                  | -                  | 85,389   | (82,800)    | -         | 2,589              |
| CWO Burseries Fund                     | -                  | 402      | -           | -         | 402                |
| East Anglian Book Awards               | 496                | 1,000    | (1,864)     | 368       | -                  |
| Escalator                              | 8,779              | 7,386    | (6,880)     | (1,000)   | 8,285              |
| Geoffrey Watling Trust                 | 7,500              | -        | (5,704)     | -         | 1,796              |
| General Residencies                    | -                  | 500      | (500)       | -         | -                  |
| Heritage Waddilove Grant               | 4,500              | -        | -           | -         | 4,500              |
| Heritage Building Fund                 | 12,391             | 3,500    | (2,256)     | -         | 13,635             |
| Heritage Volunteer Fund                | 4,674              | 425      | (83)        | -         | 5,016              |
| ILS 22                                 | -                  | 25,000   | -           | -         | 25,000             |
| Lit from the Inside                    | 17,393             | -        | (5,067)     | -         | 12,326             |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**19 GROUP FUNDS SUMMARY (continued)**

|                                | At 1 April<br>2021<br>£ | Income<br>£             | Expenditure<br>£          | Transfers<br>£  | At 1 April<br>2022<br>£ |
|--------------------------------|-------------------------|-------------------------|---------------------------|-----------------|-------------------------|
| <b>Restricted</b>              |                         |                         |                           |                 |                         |
| Korea Residency                | -                       | 3,600                   | (3,600)                   | -               | -                       |
| NCW Awards                     | 116,368                 | 95,441                  | (102,524)                 | (10,465)        | 98,820                  |
| NAORP                          | -                       | 3,360                   | (2,468)                   | -               | 892                     |
| Noirwich                       | 5,885                   | 3,240                   | (5,228)                   | -               | 3,897                   |
| Norwich City Council           |                         |                         |                           |                 |                         |
| Support Grant                  | -                       | 6,865                   | (2,033)                   | -               | 4,832                   |
| NCW Platform                   | -                       | 20,444                  | (6,336)                   | -               | 14,108                  |
| Passa Porte Residency          | -                       | -                       | (1,209)                   | 1,209           | -                       |
| Quebec Virtual Residency       | -                       | 2,500                   | -                         | -               | 2,500                   |
| Reckitt Arts Trust Residency   | 2,500                   | 2,000                   | (2,500)                   | -               | 2,000                   |
| Saturday Writing Club          | -                       | 3,500                   | (258)                     | -               | 3,242                   |
| Singapore Residency            | -                       | 11,587                  | (12,311)                  | 724             | -                       |
| Stories From The Quarter       | -                       | 17,023                  | (3,682)                   | -               | 13,341                  |
| Taiwan Residency               | -                       | 3,600                   | -                         | -               | 3,600                   |
| The Inn Crowd 2                | 6,226                   | 32,139                  | (35,663)                  | (2,702)         | -                       |
| Time to Write                  | 3,440                   | -                       | (3,204)                   | -               | 236                     |
| Transforming Leadership        | 69,292                  | 141,695                 | (191,113)                 | -               | 19,874                  |
| Emerging Translators           |                         |                         |                           |                 |                         |
| Programme 21/22                | 5,014                   | 23,674                  | (30,793)                  | -               | (2,105)                 |
| Emerging Translators           |                         |                         |                           |                 |                         |
| Programme 22/23                | -                       | 6,759                   | -                         | -               | 6,759                   |
| UK Residencies                 | -                       | 900                     | (900)                     | -               | -                       |
| UNESCO                         | 381                     | -                       | -                         | -               | 381                     |
| Visible Communities            | 72,996                  | 32,000                  | (63,273)                  | -               | 41,723                  |
| WCN Bursaries Fund             | 717                     | -                       | -                         | -               | 717                     |
| Yanai Initiative Collaboration |                         |                         |                           |                 |                         |
| 2020-2023                      | (419)                   | 16,932                  | (20,960)                  | -               | (4,447)                 |
|                                | <u>559,059</u>          | <u>607,212</u>          | <u>(813,625)</u>          | <u>(10,916)</u> | <u>341,730</u>          |
| <b>TOTAL FUNDS</b>             | <u><b>2,399,539</b></u> | <u><b>1,506,415</b></u> | <u><b>(1,696,297)</b></u> | <u><b>-</b></u> | <u><b>2,209,658</b></u> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**19 GROUP FUNDS SUMMARY (continued)**

**Ambition for Excellence**

Ambition for Excellence is an Arts Council England strategic fund to support excellence in new work, export and place making. Our programme of new work, new partnerships and promotion of Norwich as a centre of excellence in literature will run for three years. A proportion of the residual balance on the International Literature Showcase fund was transferred to the A4E fund.

**A Life Written**

This is a 7 week life writing course for people age 70 and above. Led by a published life writer, a group of 12 older people meet weekly to explore different ways to approach memoir and life writing. All participants are then invited to submit 2 pieces of writing to a project anthology which is published and celebrated at the end of the course. A life written is funded by Anglia Ruskin University as part of the health, wellbeing and community grants programme that focuses on wellbeing and celebrating ageing.

**Art, Learning, Places Funds**

We have three donation boxes whereby members of the Public are able to give small donations towards our core aims.

**Bulgarian Residency**

A short residency opportunity for a Bulgarian writer or translator, in partnership with the Elizabeth Kostova Foundation.

**Dragon Hall Capital Project (including WREN)**

The restricted fund for Dragon Hall comprises the retained funds for the capital programme. The costs cover fundraising, key overheads around management and delivery of the capital bid. It also includes a fund towards our capital programme from WREN and FCC Environment. The transfer to unrestricted funds represents the amount spent on the capital project which has been unrestricted once the spent was completed.

**Catalyst**

An Arts Council England funded project to enable arts organisations to grow their capacity to raise new funds from individuals and philanthropists and thereby diversify their income streams. Writers' Centre Norwich has been granted £240,000 over a period of time in order to deliver the National Conversation, the Digital Hub and our fundraising development programme that will support our growth into the National Centre for Writing. A proportion of the residual balance on the International Literature Showcase fund was transferred to the Catalyst fund.

**City of Literature for Young People**

These funds are used for covering our core programmes for children and young people which run throughout the year: Time to Write, the Creative writing Roadshow, the Young Norfolk writing competition, Children's City of Literature.

**CRF 2**

The second round of the Department for Digital, Culture, Media and Sport (DCMS) Culture Recovery Fund. The funds purpose is to help organisations transition back to usual operating mode after COVID restrictions from April 2021.

**CWO Bursaries Fund**

A fund Set up to provide bursaries for low-income writers on our CWO courses. The fund is made available for individuals to provide financial support for those who cannot afford the full CWO fee.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**19 GROUP FUNDS SUMMARY (continued)**

**East Anglian Book Awards**

The East Anglian Book Awards is the key regional book awards for Norfolk, Suffolk and Fenland. Developed by the EDP and Jarrold, WCN has been a core partner for six years and supports the development of the prize and its administration annually. The transfer into this fund during the year from unrestricted funds represents the charity's funding contribution.

**Escalator**

Escalator is our annual talent development scheme open to unpublished early career fiction writers (novel or short story) living in the Eastern Region. The region is made up of a diverse society of many voices and supporting writers who are under-represented on UK bookshelves has become a core objective of the project. It has been running for 16 years and has supported over 100 writers at the beginning of their careers, many of whom have gone on to sign with agents, publish and win awards and critical recognition for their writing. The programme consists of mentoring - a one-to-one exchange between writer and mentor, who interact regularly to review work, discuss challenges and set goals. The selected applicants will also take part in a residential retreat at NCW's Dragon Hall campus in Norwich and a final showcase event at which mentees have an opportunity to present their work and network with agents, editors and other publishing industry professionals. Escalator is funded by Amazon Literary Partnership, The Lady Hind Trust, and donors of the 'Escalator Needs Your Help' campaign.

**Geoffrey Watling Trust**

The trust grant funds a programme of creative writing activity for parents, children and young people aged 2 - 18. Neverending stories: storytelling resources and workshops aimed at increasing confidence with words and making homes more storytelling and book friendly; the Laureate programme gives talented young people a 1 year long experience of writing opportunities and mentoring; Time to Write are NCW's open access creative writing workshops for 9-17 year olds.

**General Residencies**

Indirect overheads related to the restricted residencies programme.

**Heritage Waddilove Grant**

A grant from the Sylvia Waddilove Foundation towards the "Restoring the South Door Surround (Ogee Arch) and the Great Arch" at Dragon Hall.

**Heritage Building Fund & Heritage Volunteer Fund**

This fund is a restricted fund donated to WCN by the Norfolk and Norwich Heritage Trust when it wound up operations in 2016. The funds are to be used only to support the needs and educational activities of the Dragon Hall Heritage Volunteers now managed by WCN.

**ILS 22**

An ongoing, long-running programme in partnership with British Council, with previous iterations in 2012, 2015-2017 and 2018-2021 to deliver a co-curated, diversity-focused platform for the showcasing, exchange & export of English literature development & writing talent. The last 3 years have seen us support the investment of over £70k of funds into partnership projects between English & international partners delivering 19 projects over 4 continents. 2022 will see us disburse funds to collaborative projects between ODA countries and UK counterparts while we explore the next iteration of the programme with the British Council.

**Jakarta Residency**

The British Council supported a two-month virtual residency exchange in May and June 2023 between Norwich and Jakarta UNESCO cities of literature for children's book writers and illustrators, through the International Literature Showcase.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**19 GROUP FUNDS SUMMARY (continued)**

**Lithuania Residency**

The Lithuanian Culture Institute supported a one-month residency in April 2023 in Norwich for a Lithuanian writer who featured in KUNAI, the series of Lithuanian chapbooks published by Strangers Press.

**Lit from the Inside**

A three year programme for young people to increase aspirations, skills, knowledge and connections into the art sector. Each year a cohort of young people work together to gain experience in designing and programming literary events, insights into the industry by going on trips to literary festivals and working towards their Bronze Arts Award.

**Korea Residency (LTI)**

The Literature Translation Institute of Korea supported a one-month residency in Norwich for two Korean-English literary translators in July 2022 and one Korean-English literary translator in July 2023.

**Korea Residency (Arts Council)**

An annual residency opportunity for two Korean writers, in partnership with the Arts Council of Korea.

**Modern Culture Residencies**

We partnered with Modern Culture to offer a one-week residency in October 2022 in Norwich for a photographer from Japan.

**NCW Awards / Early Career Awards**

A new form of literary prize, combining the power of awards with the unique, year-round educational programme of the National Centre for Writing. With this suite of prizes, comprised of three distinct awards (the Desmond Elliott Prize, the Laura Kinsella Fellowship and the UEA New Forms Award), and thanks to support from Arts Council England, NCW has created an early career digital programme, providing free resources, professional development and industry advice for new writers. Tailored early career support for the award winning writers will include residency opportunities, mentoring and industry support to help them build a sustainable career.

**NAO Reading Project**

Aimed at secondary schools with high numbers of multi-lingual students. The NOA reading project is a series of interviews with translators from a range of languages, showcasing how a passion for language and reading can lead to tangible career paths. Questions are collected from secondary school students in advance and recorded via interview with each translator. The translator also provide a short reading list of books that inspired them on their journey, a copy of each book on this list is bought for the school libraries.

**Norwich City Council Support Grant**

A Norwich City Council Support Grant being part of the Additional Restrictions Grant (ARG) scheme. This grant provides post COVID support for eligible businesses for the period post 26 December 20 and was issued at the Council's discretion to support businesses essential to the local economy.

**NCW Platform**

The NCW Freelance and Community Diversity Platform (NCW Platform) is designed to diversify routes to working with our organisation for underrepresented groups of creative practitioners and communities hit hardest by Covid, and to improve capacity within NCW to support these groups in the years to come. There are three project strands, offering structured creative development for a group of writers and freelancers in Norfolk, with a focus on Black, Asian and Ethnically Diverse participants (the Springboard programme), and community engagement workshops for two marginalised communities in Norwich: the Bengali-speaking community (Bengali Stories) and refugees and asylum seekers (New Routes).

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**19 GROUP FUNDS SUMMARY (continued)**

**Noirwich**

The crime writing festival partnership with UEA attracts a range of restricted funds that are disbursed only to advance the festival aims and programmes.

**Passa Porte Residency**

A residency exchange programme for writers in the UK and Belgium.

**Quebec Virtual Residency**

The Norwich and Québec UNESCO cities of literature virtual residency exchange runs from September to November 2022. The two selected writers will work together to explore each other's city virtually and produce a commission. This exchange is supported by the Québec Government Office in London and l'Entente de développement culturel entre le gouvernement du Québec et la Ville de Québec.

**Reckitts Arts Trust Residency**

Funding for a series of one-week residencies for UK-based writers and translators.

**Saturday Writing Club**

A series of out of school creative writing and performance workshops for young people in Norwich and Norfolk from areas of high deprivation and low arts/culture provision.

**Sharing Stories**

Sharing Stories Connecting Lives is a collaboration with PEN Myanmar, funded by the British Council Connections through Culture. We ran an online short story course from February to June 2023 for writers and translators in Myanmar and the UK. The stories and translations will be published in an online zine.

**Singapore Residency**

The National Arts Council of Singapore is supporting a six-month virtual residency for three writers from Singapore from June to December 2022. The three writers are working on a literary project, with mentoring from a UK-based writer. They also meet with Norwich-based writers and produce digital content for the NCW website.

**Stories From The Quarter**

A National Lottery Heritage Grant-funded programme connecting Norwich's Bengali community to the city's built heritage, and recording, sharing and celebrating the community's oral histories of migration and British-Bengali experiences of Norfolk. The project includes a series of creative writing workshops for the Bengali community and Norfolk primary schools that will deepen these connections to the city's medieval heritage and the oral histories of the area's residents, including this new collection of Bengali oral histories.

**Taiwan Residency**

NCW, the British Centre for Literary Translation and Strangers Press are collaborating with the Cultural Division of the Taipei Representative Office in the UK and the National Museum of Taiwan Literature, with support from the Ministry of Culture, Taiwan to promote the translation and English publication of contemporary writing from Taiwan through workshops, chapbooks and residencies. NCW will host two writers featured in the Taiwan chapbooks published by Strangers Press in May 2023 in Norwich to help promote the series.

**The Inn Crowd 2**

An extension of the live literature/rural touring programme, The Inn Crowd, taking newly commissioned work to areas of low arts provision across the south east, south west, midlands and west of England in partnership with Applause Rural Touring and Creative Arts East and supported by Arts Council England.

**Time to Write**

Creative writing and workshop sessions for young people from 11-17 years old during the school holidays. These take place in person at Dragon Hall.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**19 GROUP FUNDS SUMMARY (continued)**

**Transforming Leadership**

A 30 month leadership development programme. It is designed to develop 20 executive and 20 next generation leaders' skills and capacity in the cultural sector to effect creative, social and economic change in Norfolk and Suffolk through collaborative working, place sensitivity and innovative thinking. It will support identified needs for leadership, talent, diversity, inclusivity and innovation in the New Anglia region.

**Translation in Motion Residency**

We offered three month-long residencies in Norwich for literary translators from the Western Balkans, in March and May 2023, as part of the Translation in Motion project, led by RECIT and co-funded by the Creative Europe programme of the European Union.

**Emerging Translators Programme**

An annual programme supported by international partner organisations we are delivering sixth month mentorships as well as short-term mentoring sessions for two runners-up for emerging translators working in a variety of often lesser- translated languages and/or coming from underrepresented backgrounds.

**UK Residencies**

We offer residencies to UK-based writers and translators, partly funded by the Francis Reckitt Trust. The residencies are usually offered as part of our Visible Communities programme, our Associate Artists and our Early Career Awards. We also host occasional self-funded residencies.

**UNESCO**

The Charity led a developmental bid for Norwich to become a UNESCO City of Literature. This bid was finalised in 2011-12. WCN secured Managed Funds and Grants for the Arts funding from ACE to develop the partnerships and programmes as part of the ongoing UNESCO City of Literature development process.

**Visible Communities**

Exploring how literary translation engages with literature and community development activities across England and supporting action learning for best practice.

**WCN Bursaries Fund**

This is a restricted fund to supported access to WCN courses and programmes for writers and artists facing financial difficulties.

**Yanai Initiative**

In partnership with the Yanai Initiative we are offering a Japanese mentorship as part of the Emerging Translators Mentoring Scheme and a Japanese workshop at the BCLT summer school, and we are supporting a new chapbook series of contemporary Japanese writing in English translation to be published by Strangers Press.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**19 GROUP FUNDS SUMMARY (continued)**

**Designated funds  
Strategic reserve**

Designated funds are for investment in innovative or exceptional artform projects, or for investment in projects that generate medium to long term income or achieve operating savings.

**Capital project**

The designated fund for capital project relates to the Dragon Hall capital funding and related costs.

**20 GROUP ANALYSIS OF NET ASSETS BETWEEN FUNDS**

|                         | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total<br/>Funds</b> |
|-------------------------|-------------------------------|-----------------------------|------------------------|
|                         | <b>2023<br/>£</b>             | <b>2023<br/>£</b>           | <b>2023<br/>£</b>      |
| Tangible fixed assets   | 1,511,653                     | 44,704                      | 1,556,357              |
| Intangible fixed assets | 28,500                        | -                           | 28,500                 |
| Current assets          | 252,990                       | (18,187)                    | 234,803                |
|                         | <u>1,793,143</u>              | <u>26,517</u>               | <u>1,819,660</u>       |
|                         | <b>2022<br/>£</b>             | <b>2022<br/>£</b>           | <b>2022<br/>£</b>      |
| Tangible fixed assets   | 1,561,621                     | -                           | 1,561,621              |
| Current assets          | 306,306                       | 341,731                     | 648,037                |
|                         | <u>1,867,927</u>              | <u>341,731</u>              | <u>2,209,658</u>       |

**21 GROUP ANALYSIS OF NET DEBT**

|      | <b>At start<br/>of period</b> | <b>Cash<br/>flows</b> | <b>At end<br/>of period</b> |
|------|-------------------------------|-----------------------|-----------------------------|
|      | <b>2023<br/>£</b>             | <b>2023<br/>£</b>     | <b>2023<br/>£</b>           |
| Cash | <u>806,924</u>                | <u>(326,014)</u>      | <u>480,910</u>              |
|      | <b>2022<br/>£</b>             | <b>2022<br/>£</b>     | <b>2022<br/>£</b>           |
| Cash | <u>961,378</u>                | <u>(154,454)</u>      | <u>806,924</u>              |

**22 Operating lease commitments**

The charity has a lease with The City Council of Norwich for the Dragon Hall premises from which it operates. This is on a peppercorn charge of £1 per annum starting on 1 August 2015 and running until 22 October 2096. Further details surrounding the restrictions placed on the property are explained in note 23. In the year, income was received from the Council totalling £37,800 of unrestricted funding (2022: £44,665) £37,800 (2022: £19,665) of which to support the provision of a range of performing and media arts to the community, and pioneer collaborative projects with writers and other partners. £nil (2022: £25,000) related to covid-19 hospitality grants.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**23 Contingent liability**

Included in the funds note 19 is £nil (2022: £Nil) which relates to funding provided by Arts Council England (ACE) to carry out a capital build project and refurbishment works at Dragon Hall. The total received from ACE in respect of this project since its inception is £900,000 and £1,555,314 is the net book value of assets included in note 15, purchased partly with this funding. This balance is also included in a separate designated fund in note 19. The ACE funding requires that the terms of the deed of covenant between ACE and National Centre for Writing be adhered to for a period of 10 years from 23 Aug 2017. Any use of the building other than the agreed use (as per the lease between Norwich City Council and National Centre for Writing) must have prior written consent from ACE. If this condition is not adhered to there is potential for ACE to clawback funds provided for the capital works. In addition to this funding, National Centre for Writing also received £527,960 from ACE in the year to 31 March 2023 (2022: £857,931) in respect of Core funding £507,576 (2022: £475,576) and Strategic Projects £20,384 (2022: £382,355). Please see note 3 for details of all income received from ACE.

**24 Related parties**

The Trustee, Professor S Barrow, is the Pro Vice Chancellor of the University of East Anglia. Annual funding of £50,000 (2022: £50,000) was received during the year from the UEA, of which £nil was outstanding at year end (2022: £nil). £nil (2022: £858) was received from the UEA for venue/room hire and food/drink of which £nil was outstanding at the year end (2022: £nil).

A total payment of £28,203(2022: £Nil) was paid to UEA as the partnership settlement for Creative Online courses for 2021/2022. An amount of £25,623 (2022: £78,918) was accrued for 2022/23.

Of the £36,000 due to UEA (2022: £36,000) relating to the British Centre for Literary Translation (BCLT) funding agreement, £27,000 (2022: £27,000) has been paid with £9,000 outstanding at the year end (2022: £9,000).

The Trustee, Mr A Waters, is Council Leader for Norwich City Council. Annual funding of £37,800 (2022: £44,665) was received during the year from the NCC, of which £nil was outstanding at year end (2022: £nil). Mr Water is also a Regional Board Member (South East) for Arts Council England. Income of £528,460 (2022: £857,931) was received from ACE during the year with £nil (2022: £nil) outstanding at the year end. £507,576 (2022: £608,185) of this income was for annual funding, £20,884 (2022: £nil) for the NCW Platform and ACE (Small Capital) projects.

Caroline McCormick (Trustee) is a director of Achates Philanthropy Ltd. £1,035 (2022: £30,058) was paid for the provision of consultancy services. £Nil was outstanding at the year end (2022: £1,530). These amounts were paid under the authority of the Memorandum and Articles of association, as amended by Special Resolution in 2011.

No other related party transactions have occurred (2022: none).

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# Accounts

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Registered in England  
Charity No. 1110725  
Company No. 05242876

**NATIONAL CENTRE FOR WRITING**

**COMPANY LIMITED BY GUARANTEE**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2022**

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**CONTENTS**

|                                   | <b>Page</b> |
|-----------------------------------|-------------|
| Trustees' report                  | 1 - 8       |
| Audit Report                      | 9 - 12      |
| Statement of financial activities | 13          |
| Balance sheet                     | 14          |
| Statement of cash flows           | 15          |
| Notes to the financial statements | 16 - 35     |

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

The trustees present their report and financial statements for the year ended 31 March 2022.

**Reference and administrative information**

|                                |                                                                                                                                                                                                                                                                                                          |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Registered charity name</b> | National Centre for Writing                                                                                                                                                                                                                                                                              |
| <b>Charity number</b>          | 1110725                                                                                                                                                                                                                                                                                                  |
| <b>Company number</b>          | 05242876                                                                                                                                                                                                                                                                                                 |
| <b>Date of registration</b>    | 27 September 2004                                                                                                                                                                                                                                                                                        |
| <b>Registered address</b>      | Dragon Hall<br>115 - 123 King Street<br>Norwich<br>NR1 1QE                                                                                                                                                                                                                                               |
| <b>Trustees</b>                | Mr A Waters (Chair)<br>Ms P Henderson (Chair) - (resigned 9 December 2021)<br>Professor S Barrow<br>Ms I Dixon<br>Dr C Gribble<br>Mr J Slinger<br>Ms H Wilson<br>Mr A J Yuill<br>Ms C McCormick<br>Ms N Nannar<br>Ms C M Little (appointed 9 December 2021)<br>Mr J McGinnis (appointed 9 December 2021) |
| <b>Key Management</b>          | Dr C Gribble - CEO<br>A McFarlane<br>D Barrass<br>A Kent<br>P Hughes<br>A Salmon                                                                                                                                                                                                                         |
| <b>Company Secretary</b>       | Mr D Barrass                                                                                                                                                                                                                                                                                             |
| <b>Auditor</b>                 | Price Bailey LLP<br>Anglia House, 6 Central Avenue<br>St Andrews Business Park<br>Thorpe St Andrew<br>Norwich<br>NR7 0HR                                                                                                                                                                                 |
| <b>Bankers</b>                 | National Westminster Bank plc<br>45 London Street<br>Norwich<br>NR2 1HX                                                                                                                                                                                                                                  |
| <b>Solicitors</b>              | Mills and Reeve<br>1 St James Court<br>Whitefriars<br>NR3 1RU                                                                                                                                                                                                                                            |

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**Objectives and activities**

National Centre for Writing's objects are to promote, encourage and develop creative writing as an artistic and cultural tool and to educate the general public in the appreciation of the written word in all its forms. It was initiated as a partnership between Arts Council England East, The City of Norwich, The County of Norfolk and the University of East Anglia.

National Centre for Writing's vision is to be a centre for national and international literary exchange in a world class UNESCO City of Literature. It is our mission to establish the National Centre for Writing at Dragon Hall as a creatively distinctive, nationally networked and financially resilient centre of excellence that delivers benefits to writers, literary translators, the literature sector and our physical and digital communities from an outstanding Grade 1 Listed campus in the heart of Norwich, England's first UNESCO City of Literature.

**Public benefit**

The trustees confirm that they have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities National Centre for Writing should undertake.

The trustees confirm that they have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities National Centre for Writing should undertake. The National Centre for Writing runs a varied programme of activities that covers artistic development for writers, educational work using creative writing to explore issues around freedom of expression, identity and aspiration, and local, regional, national and international work that explores the social and artistic power of creative writing and literature. Many of the programmes are free and we work hard to ensure that all our programmes are diverse, accessible and affordable (where payment is necessary).

We measure our success through five headline strategic aims:

Aim 1: To create opportunities for writers and literary translators and support a diverse and vibrant literary ecology.

Aim 2: To increase the range and depth of opportunities to participate in and benefit from creative writing, reading and literary translation.

Aim 3: To improve the cultural, social and economic ecology of Norwich, UNESCO City of Literature and the New Anglia Local Enterprise Partnership region helping create a more attractive place to live, work and visit.

Aim 4: To improve the viability and long-term sustainability of the organisation.

Aim 5: To be an effective, inclusive, viable and accountable organisation.

These aims are detailed in our business plan and we report against headline targets for each aim over the course of our current business plan (2018-22). Our targets cover:

- Increasing the number and diversity of writers/literary translators we support.
- Increasing the amount of work we commission.
- Ensuring the quality of work we deliver is consistently high.
- Increasing and diversifying our audience(s) and the participants in our programmes.
- Reflecting the diversity of our country in our workforce, governance, programmes and activities.
- Increasing the visibility of Norwich as a centre of excellence and a UNESCO City of Literature.
- Ensuring our funding base is diverse and resilient.
- Reducing as far as possible our environmental impact.

In light of the challenges of COVID-19 and the changes it has imposed on our work, we are looking at refining these measures for the future.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**Achievements and performance**

2021-2022 has continued to be an interesting and challenging year for us and peers in the creative sector, with continuing global and local challenges occasioned by COVID, Brexit, the cost of living, and more. In spite of this, NCW has had a hugely productive 12 months, and learned a lot as we've come back together as an organisation, an operating venue, and as a team, delivering against our key aims of art, learning and place.

**Art:**

2021-22 enabled us to get back into our building and to start delivering events and programmes in person again. It has been great to get back into the building and to start re-engaging with the audiences around us.

However, having successfully rescoped most of our existing programmes to online delivery in 2020, and having created increased opportunities for access to our activity via digital means, we didn't want to leave valuable new audiences without access to our work. So our programme for 2021-22 retained a hybrid approach, with some elements remaining completely online, some taking place in person but having additional or catch-up digital capture or broadcast, and some offering an in-person option as well as a separate digital option.

In total, we supported over 350 artists, across a diverse range of programmes including talent development, in festival and event appearances, residencies both virtual and in person, and workshops and podcast interviews. We commissioned 174 pieces involving 184 artists. Highlights include:

- the Harriet Martineau lecture delivered by Ellah P. Wakatama and broadcast as a visual score devised by Julian Knxx.
- 'Weather with You', in which we commissioned Abir Mukherjee, Derek Owusu and Kerri ní Dochartaigh to reflect on these very strange times and the impact on their work.
- 'Translating Science', a partnership with the Norwich Research Park, we paired 7 writers and 7 early career science researchers to see what impact they would have on each other, and to share more widely in words the ground-breaking work being done across scientific discipline here on our doorstep
- Inn Crowd, our partnership with Creative Arts East and Applause, shape-shifted and continued to tour new work to rural locations despite our network of pub venues being severely impacted by the pandemic
- Our three year 'International Literature Showcase', a partnership with the British Council, came to its conclusion with a digital symposium taking place across 4 days, with 45 literature professional delegates from 20 countries. Over the life of this programme, we showcased 50 writers selected by 5 high profile writer curators (Elif Shafak, Jackie Kay, Val McDermid, Owen Sheers and Kei Miller) to thousands of online viewers, Guardian readers via a press campaign, and London Book Fair and festival attendees
- We supported two Associate Artists, Jay Bernard and Khairani Barokka (Okka). Jay collaborated with sound artist Mwen to produce 'Tombland', an immersive online soundscape inspired by residency at Dragon Hall. Okka worked on a new non-fiction piece, several written commissions, launched her poetry collection and podcast. Of the experience Mwen said: 'We as artists were able to be in that space and be vulnerable in that space and to be creative in that space, that might have been the first-time bodies like ours, faces like ours, creatives like us, could do that.'
- The Desmond Elliott Prize, £10,000 and a bespoke package of support, was awarded in July 2021 to A.K. Blakemore for The Manningtree Witches

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**Learning:**

We supported over 6,000 students in formal and informal learning environments, from key stage 2 in school contexts, to adult online and in person settings, in programmes such as 'A Life Written' for older people to explore life writing, to many and international writers as part of our creative writing online portfolio. We created opportunities to engage with creative writing for wellbeing, to explore specific themes and genres and identities (LGBTQ+ groups, older people, people in recovery from addiction, our local Bengali community), and shared space opportunities for people to write together in Dragon Hall.

**Achievements and performance continued**

- Our online learning programmes continued to see increased demand during the lockdown period, with 100% attendance across many of our courses. A selection of our in-person workshops remained online and experimented with hybrid delivery, enabling us to reach participants across the UK and beyond.  
15 young people from across Norfolk continued to meet throughout the year as the 2021 Lit from the Inside cohort. During their time with us they enjoyed creative sessions in podcasting, event programming, book reviewing, and produced a zine of writing produced during their time on the programme.
- NCW delivered three cohorts of the Collaboration Place Change (the cultural leadership professional development programme for Norfolk & Suffolk). The programme was rescheduled and rescoped to enable online delivery. During 2021/22 the 'Emerging Leaders' programme commenced online with 20 participants. An extension will enable the programme to continue into a 4th year.
- Our 'NCW Platform' programme enabled us to forge a new relationship with local partners New Routes, to build a programme of creative writing and storytelling for groups of Refugee and Asylum seekers, including young women and families new to Norwich.

**Place:**

- Our international work picked up a pace as travel became possible again, but we retained a digital residency offer to cater to writers and translators unable to physically join us. The cottage saw visits from poet Yvette Siegert, storyteller Shagufta Sharmeen Tania, translator Mattho Mandersloot, and others.
- We digitally attended the annual UNESCO Cities of Literature meeting which was physically hosted in Reykjavik.
- We delivered Noirwich Festival of Crime Writing in partnership with UEA, for a 7th and – for us – final time. The festival continues under the leadership of UEA.

**Financial review**

Total income amounted to £1,506,415 (2021: £1,225,227) and, after incurring expenditure of £1,696,296 (2021: £1,293,791), the funds decreased by £189,881 (2021: decreased by £68,564). Unrestricted funds increased by £27,447 (2021: decreased by £17,865) and restricted funds decreased by £217,328 (2021: decreased by £50,699). At 31 March 2022 unrestricted funds totalled £1,867,927 (2021: £1,840,480) and restricted funds £341,731 (2021: £559,059).

**Reserves policy**

The trustees have established a policy whereby free reserves held by the charity should represent three months of total overheads, which amounts to approximately £150k. They consider that this level of reserves is required to cover the charity's full range of activities and obligations. The reserves policy is discussed at each board meeting. Free reserves, represented by unrestricted funds less designated funds and fixed assets, amounted to £200,445 at 31 March 2022. Restricted fund balances excluding fixed assets amounted to £341,731. Designated funds amounted to £1,635,381 being the Strategic Reserve and the Fixed Asset Improvement Fund.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**Going concern**

The COVID pandemic and its aftermath were clearly felt across our operations and programme in 21/22 but did not cast as deep a shadow as in the previous 12 months.

We were fortunate to receive additional Covid-related grant support from Norwich City Council and used this and the funds granted in the previous year to tailor our programmes, support core activities and explore new options for our development.

We followed HMG's advice on opening and closing the venue in accordance with Covid regulations and were pleased that by the end of the financial year, the building was fully operational and open to our audiences and communities once again.

FY21-22 saw us secure the FY22-23 extension funding to our National Portfolio Organisation status with Arts Council England, and shortly after the year ended, we submitted our application to remain in the ACE Portfolio between 2023 and 2026. At the end of October 2022 we received notification that our bid to remain as an NPO funded organisation for the three financial year periods 23/24 to 25/26, was successful.

Central to the NPO 23-26 planning has been revising our business model considering COVID and the changing economic conditions. We made a successful bid to ACE's Small Capital fund to undertake some physical and digital development work over FY22-24 that will enable us to welcome more and more diverse audiences into the building and to refine our digital infrastructure to reduce barriers to participation and increase artistic and financial resilience. We are revising our taught programmes to streamline the offer and increase its impact on our bottom line. We undertook EDI, community consultation and governance work to ensure we remain resilient and sustainable for the coming years.

**Principal funding sources**

The principal funding sources for the charity are currently by way of grant income from Arts Council England East, University of East Anglia, Norwich City Council and Norfolk County Council.

**Plans for future periods**

Our 22-26 Business Plan is titled 'Changing the Story' and is designed to ensure that we thrive artistically, financially and creatively over the coming years. We will begin capital and digital development work in the autumn of 2022 to open up three spaces in the building for community groups and visitors, and we will begin work in April 2023 on the Geoffrey Watling Room to ensure it becomes a functioning and well-used writing studio.

Our commitment to talent and enterprise development for early career writers and translators will remain key to our programmes. We will increase our focus on community engagement and co-creation through a range of programmes and projects with identified community partners. We will launch our new Community Advisory Board in 22-23 and maintain our commitment to community consultation and development.

We have set challenging but achievable commercial aims around the uses of the Dragon Hall spaces and will roll out a new brand and marketing strategy in 2022-23 to help us achieve and surpass these targets.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**Structure, governance and management**

**Governing document**

National Centre for Writing is a charitable company limited by guarantee, incorporated on 27 September 2004 and registered as a charity on 4 August 2005. The company is governed by its Memorandum and Articles of Association as amended on 22 June 2005, 24 April 2006, 3 June 2008, 3 March 2009 and 7 June 2011. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

**Recruitment and appointment of trustees**

The charity aims to recruit trustees with a wide range of business and sector experience from which the charity will benefit. It is intended to increase the number of trustees to not more than 12 as suitable candidates become available. The quorum is set at six.

**Trustee induction and training**

New trustees are provided with copies of:

- The Memorandum and Articles of Association
- The latest accounts of the charity and are encouraged to read Charity Commission guidance notes CC3 - "The Essential Trustee: What you need to know, what you need to do"

New trustees are invited to visit the offices of the National Centre for Writing to meet all staff and project workers and to learn more about the day to day running of the organisation. In addition, trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

**Risk management**

Our principle strategic risks relate to our five strategic aims as an organisation:

1. Art: Failure to maintain high quality standard of artistic programme and audience development as we come out of capital programme. We will mitigate this by ensuring strong vision, mission and aims. Ensuring success measures in place to monitor and evaluate to determine impact and success. Ensuring we have the capacity and skills to programme and deliver.
2. Learning: Failure to develop a strong learning and participation programme and engage with the communities of interest and place identified in our strategies. We will mitigate this by ensuring strong vision, mission and aims. Ensuring success measures in place to monitor and evaluate to determine impact and success. Ensuring we have the capacity and skills to programme and deliver.
3. Place: Failure to embed our aims, activities and partnerships within key local, regional and national strategies. We will mitigate this working with key partners in our City, LEP Region, Arts Council and sector nationally and internationally to maintain the presence of NCW and Norwich.
4. Sustainability and Viability: Dependency on key stakeholder income. Loss of or reduction in key stakeholder income. Failure to secure sufficient contributed project funding due to increased competition for trusts and foundation funding and the unknown risks surrounding EU funds. Not securing commercial income levels due to insufficient commercial hires. We will mitigate this by maintaining close links with stakeholders to ensure that activity meets their agenda. Ensure fundraising plan (contributed and earned) is up to date and reviewed regularly. Increasing generation of unrestricted funding from other sources – including increased levels of income from commercial activities, revenue fundraising and the Creative Writing Online programme and Writers Services programme.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**Risk management (continued)**

5. Operational: Inadequate operational, management, governance and reporting mechanisms. We will mitigate this by regularly reviewing and improving our operational capacity using training, development, and sound line management; testing our finance and audit compliance and health by changing auditors; revising Board subgroup working; maintaining reporting mechanisms for key stakeholders as well as statutory requirements.

The trustees confirm that the major risks to which the charity is exposed have been identified, reviewed and assessed in order for systems to be established to mitigate those risks.

**Pay policy for key management personnel**

The Board of Directors, who are the Charity's Trustees and the senior management team comprise the key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day-to-day basis. One director received remuneration in the year as his role as CEO. All other directors give their time freely. Details of director's expenses and related party transactions are disclosed in note 12 to the accounts. The pay of senior staff is reviewed annually and normally increased in accordance with any increase in the cost of living.

**Organisational structure**

At present the Board consists of 10 trustees who meet four times a year. The Chief Executive, Christopher Gribble, is appointed by the trustees. He is responsible for strategic planning and refers his ideas to the Board for endorsement and authorisation. The Board has three formal subgroups:

1. Finance Audit & Resources: Andrew Yuill (Chair), James Slinger, Chris Gribble
2. Programme and Mission: Nina Nannar, Isobel Dixon, Alan Waters, Chris Gribble
3. Vision 22–26: Alan Waters (Chair), Helen Wilson, Prof Sarah Barrow, Caroline McCormick, Chris Gribble

The FA&R sub group meets four times per year and the other two twice a year. All sub-groups report back to the Board. There were 10 full time members of staff over the financial year and 12 part time members of staff.

**Fundraising standards information**

The trustees support raising funds from the public in relation to support of our diverse literary programme and maintenance of our heritage building. No professional fundraisers or third party commercial participators are used. The charity is registered with the Fundraising Regulator. There have been no complaints about fundraising activity this year.

The charity has signed up to the Fundraising Regulator's Code of Fundraising Practice. All fundraising guidance and working practices have been or are being updated so that they are compliant.

All direct marketing is undertaken by the charity to ensure it is not unreasonably intrusive or persistent and is only sent to recipients who have engaged with the charity. All marketing material or information sent from the charity contains clear instructions on how a person can be removed from the mailing lists and is GDPR compliant.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**Trustees' responsibilities statement**

The trustees, who are also directors for the purposes of company law, are responsible for preparing the Trustees' 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

1. select suitable accounting policies and then apply them consistently;
2. observe the methods and principles in the Charities SORP 2019 FRS 102;
3. make judgments and accounting estimates that are reasonable and prudent;
4. state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
5. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

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

**Auditor**

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

**Small company provisions**

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

The trustees' annual report was approved on 15 September 2022 and signed on behalf of the board of trustees by:



**Mr A Waters (Chair)**

Trustee

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL CENTRE FOR WRITING**

### **Opinion**

We have audited the financial statements of National Centre for Writing (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL CENTRE FOR WRITING (CONTINUED)**

### **Other information**

The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report or from the requirement to prepare a strategic report.

### **Responsibilities of Trustees**

As explained more fully in the Trustees' responsibilities statement on page 7, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
NATIONAL CENTRE FOR WRITING (CONTINUED)**

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations. This included those regulations directly related to the financial statements. In relation to the charitable company this included GDPR, health and safety, employment law and financial reporting. We communicated the identified laws and regulations with the audit team and remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- Enquiry of management around actual and potential litigation and claims, and any known instances of non-compliance.
- Reviewing minutes of Trustee and Finance, Audit & Risk Committee meetings;
- Reviewing legal costs for evidence of any undisclosed litigation or claims;
- Reviewing correspondence with Charity Commission, where relevant;
- Testing journal entries and other adjustments for appropriateness and reviewing accounting estimates for evidence of management bias.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
NATIONAL CENTRE FOR WRITING (CONTINUED)**

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Helena Wilkinson BSc FCA DChA**

**Senior Statutory Auditor**

**For and on behalf of Price Bailey LLP**

**Chartered Accountants and Statutory Auditors**

Anglia House, 6 Central Avenue

St Andrews Business Park

Thorpe St Andrew

Norwich, Norfolk

NR7 0HR

Date: 14 December 2022 .....

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2022**

|                                                                | Notes | Unrestricted<br>Funds 2022<br>£ | Restricted<br>Funds 2022<br>£ | Total Funds<br>2022<br>£ | Total Funds<br>2021<br>£ |
|----------------------------------------------------------------|-------|---------------------------------|-------------------------------|--------------------------|--------------------------|
| <b>INCOME</b>                                                  |       |                                 |                               |                          |                          |
| Donations and legacies                                         | 2     | 30,021                          | 46,354                        | 76,375                   | 58,155                   |
| Charitable activities                                          | 3     | 815,329                         | 560,859                       | 1,376,188                | 1,121,647                |
| Other trading activities                                       | 4     | 50,607                          | -                             | 50,607                   | 2,977                    |
| Investment income                                              | 5     | 3,245                           | -                             | 3,245                    | 4,224                    |
| Other income (Coronavirus Job Retention Scheme)                |       | -                               | -                             | -                        | 38,224                   |
| <b>TOTAL INCOME</b>                                            |       | <b>899,203</b>                  | <b>607,213</b>                | <b>1,506,415</b>         | <b>1,225,227</b>         |
| <b>EXPENDITURE</b>                                             |       |                                 |                               |                          |                          |
| Costs of raising funds                                         | 6     | (50,607)                        | (15,436)                      | (66,043)                 | (24,544)                 |
| Charitable activities                                          | 7     | (832,065)                       | (798,188)                     | (1,630,253)              | (1,269,247)              |
| <b>TOTAL EXPENDITURE</b>                                       |       | <b>(882,672)</b>                | <b>(813,625)</b>              | <b>(1,696,296)</b>       | <b>(1,293,791)</b>       |
| <b>NET (EXPENDITURE) / INCOME<br/>BEFORE TRANSFER OF FUNDS</b> |       | <b>16,531</b>                   | <b>(206,412)</b>              | <b>(189,881)</b>         | <b>(68,564)</b>          |
| Transfers between funds                                        | 18    | 10,916                          | (10,916)                      | -                        | -                        |
| <b>NET MOVEMENT IN FUNDS</b>                                   |       | <b>27,447</b>                   | <b>(217,328)</b>              | <b>(189,881)</b>         | <b>(68,564)</b>          |
| <b>RECONCILIATION OF FUNDS</b>                                 |       |                                 |                               |                          |                          |
| Total funds at 1 April 2021                                    |       | 1,840,480                       | 559,059                       | 2,399,539                | 2,468,103                |
| <b>TOTAL FUNDS 31 March 2022</b>                               |       | <b>1,867,927</b>                | <b>341,731</b>                | <b>2,209,658</b>         | <b>2,399,539</b>         |

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

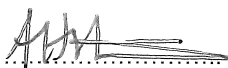
The notes on pages 16 to 35 form part of these financial statements.

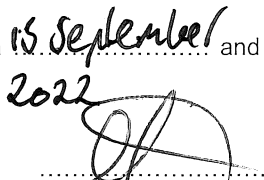
**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE (company registration number 05242876)**  
**BALANCE SHEET**  
**AT 31 MARCH 2022**

|                                                | Notes | £                | 2022<br>£        | £                | 2021<br>£        |
|------------------------------------------------|-------|------------------|------------------|------------------|------------------|
| <b>FIXED ASSETS</b>                            |       |                  |                  |                  |                  |
| Intangible assets                              | 14    |                  | -                |                  | -                |
| Tangible fixed assets                          | 15    |                  | <u>1,561,521</u> |                  | <u>1,595,779</u> |
|                                                |       |                  | 1,561,521        |                  | 1,595,779        |
| <b>CURRENT ASSETS</b>                          |       |                  |                  |                  |                  |
| Debtors                                        | 16    | 83,834           |                  | 36,881           |                  |
| Cash at bank and in hand                       |       | <u>806,924</u>   |                  | <u>961,378</u>   |                  |
|                                                |       | 890,758          |                  | 998,259          |                  |
| Creditors: Amounts falling due within one year | 17    | <u>(242,621)</u> |                  | <u>(194,499)</u> |                  |
| <b>NET CURRENT ASSETS</b>                      |       |                  | <u>648,137</u>   |                  | <u>803,760</u>   |
| <b>NET ASSETS</b>                              |       |                  | <u>2,209,658</u> |                  | <u>2,399,539</u> |
| <b>FUNDS OF THE CHARITY</b>                    |       |                  |                  |                  |                  |
| Restricted funds                               | 18    |                  | 341,731          |                  | 559,059          |
| Unrestricted funds                             | 18    |                  | 1,867,927        |                  | 1,840,480        |
| <b>TOTAL CHARITY FUNDS</b>                     | 18    |                  | <u>2,209,658</u> |                  | <u>2,399,539</u> |

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

The financial statements were approved by the Trustees on 15 September 2022 and are signed on their behalf by:

  
**Mr A Waters**  
 (Chair of Trustees)

  
**Dr C Gribble**  
 Trustee

The notes on pages 16 to 35 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF CASHFLOWS  
AT 31 MARCH 2022**

|                                                       | <b>2022</b><br><b>£</b> | <b>2021</b><br><b>£</b> |
|-------------------------------------------------------|-------------------------|-------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>           |                         |                         |
| Net (expenditure) / income                            | (189,881)               | (68,564)                |
| <u>Adjustments for:</u>                               |                         |                         |
| Depreciation of tangible fixed assets                 | 62,155                  | 56,302                  |
| Amortisation of intangible assets                     | -                       | 649                     |
| Other interest receivable and similar income          | (3,245)                 | (4,224)                 |
| (Increase) / decrease in debtors                      | (46,953)                | 77,323                  |
| Increase in creditors                                 | 48,122                  | 31,376                  |
| Net cash from operating activities                    | <u><b>(129,802)</b></u> | <u><b>92,862</b></u>    |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>           |                         |                         |
| Interest received                                     | 3,245                   | 4,224                   |
| Purchase of tangible assets                           | (27,897)                | (53,534)                |
| Net cash spent on investing activities                | <u><b>(24,652)</b></u>  | <u><b>(49,310)</b></u>  |
| <b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>      | (154,454)               | 43,552                  |
| <b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b> | <u>961,378</u>          | <u>917,826</u>          |
| <b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>       | <u><u>806,924</u></u>   | <u><u>961,378</u></u>   |

The net debt note is included in note 20

The notes on pages 16 to 35 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**1 ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**(a) General information**

The charity is a private company limited by guarantee, incorporated in England and Wales under the Companies Act 2006. It is also a registered charity in England and Wales. The registered office address is Dragon Hall, 115-123 King Street, Norwich, NR1 1QE.

The Charity is a company limited by guarantee and does not have share capital. The members of the Charity total **11** (2021: 12) and have guaranteed that in the event of the Charity being wound up during their membership or one year thereafter, each would contribute to the assets of the Charity a sum not exceeding **£1** (2021: £1).

**(b) Basis of preparation**

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) (effective 1 January 2019) - Charities SORP (FRS 102) (effective 1 January 2019) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are prepared in pounds sterling, which is the functional currency of the entity, and rounded to the nearest £1. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

**(c) Going Concern**

After the 20/21 lockdowns National Centre for Writing has modified its ways of working both with customers, partners and staff. Core funding has been maintained in the last year and we are successfully rebuilding income generation from our commercial activities and creative writing programme. At the end of October 2022 we received notification that our bid to remain as an NPO funded organisation for the three financial year periods 23/24 to 25/26, was successful. Along with additional government and local authority support, revised budgets and forecasts show that the charity has sufficient income, reserves and cash at bank to be able to continue in operation for a period of at least 12 months from the date of approving these financial statements. Therefore the financial statements have been prepared on a going concern basis.

**(d) Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the purposes of the charity. Designated funds are unrestricted funds earmarked by the trustees for specific purposes. Restricted funds are subjected to restrictions on their expenditure imposed by the donor. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**1 ACCOUNTING POLICIES (continued)**

**(e) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities. The following specific policies are applied to particular categories of income:

- Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the period. Any amounts of Gift Aid not received by the period end are accounted for in income and accrued income in debtors.
- Donated services and facilities are included at the value to the charity, being the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market.
- Where legacies have been notified to the charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material.
- Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank.
- Income from charitable trading activity is accounted for when earned.
- Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

**(f) Judgements and key sources of estimation uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

There are no key assumptions concerning the future, nor key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**1 ACCOUNTING POLICIES (continued)**

**(g) Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure includes VAT as the Charity is not VAT registered and therefore this cannot be recovered. VAT is reported as part of the expenditure to which it relates. All expenditure is accounted for on an accruals basis under the following headings:

- Costs of raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes. Fundraising costs do not include the costs of disseminating information in support of the charitable activities.
- 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 comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

**(h) Intangible assets**

Amortisation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:

|                                      |                  |
|--------------------------------------|------------------|
| Website development/bespoke software | 3 years/ 4 years |
|--------------------------------------|------------------|

If there is an indication that there has been a significant change in amortisation rate, useful life or residual value of an intangible asset, the amortisation is revised prospectively to reflect the new

**(i) Tangible assets**

Tangible fixed assets are stated at cost less depreciation. All assets costing more than £500 are capitalised. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

|                                       |                                 |
|---------------------------------------|---------------------------------|
| Assets under construction             | Not depreciated until completed |
| Long term leasehold buildings         | Over 50 years                   |
| Office equipment, fixtures & fittings | 25% straight line               |
| Plant & machinery                     | 10% straight line               |

**(j) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

**(k) Cash at bank and in hand**

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

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**1 ACCOUNTING POLICIES (continued)**

**(l) Pension scheme**

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

**(m) Creditors**

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

**(n) Operating lease agreements**

Operating leases are recognised over the period of which the lease falls due. Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

**(o) Taxation**

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**(p) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of fixed assets which are measured at cost less depreciation. Included in financial assets are trade debtors, accrued income and the bank balance. Prepayments are not considered to be financial assets. Included in financial liabilities are trade creditors, accruals, deferred income and other creditors.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

| <b>2</b> | <b>DONATIONS AND LEGACIES</b>            | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>     |
|----------|------------------------------------------|-------------------------------|-----------------------------|------------------|
|          |                                          | <b>2022</b>                   | <b>2022</b>                 | <b>2022</b>      |
|          |                                          | <b>£</b>                      | <b>£</b>                    | <b>£</b>         |
|          | Donations and grants                     | <u>30,021</u>                 | <u>46,354</u>               | <u>76,375</u>    |
|          |                                          | <b>2021</b>                   | <b>2021</b>                 | <b>2021</b>      |
|          |                                          | <b>£</b>                      | <b>£</b>                    | <b>£</b>         |
|          | Donations and grants                     | <u>6,120</u>                  | <u>52,035</u>               | <u>58,155</u>    |
| <b>3</b> | <b>INCOME FROM CHARITABLE ACTIVITIES</b> | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>     |
|          |                                          | <b>2022</b>                   | <b>2022</b>                 | <b>2022</b>      |
|          |                                          | <b>£</b>                      | <b>£</b>                    | <b>£</b>         |
|          | Box office receipts                      | 430                           | 2,853                       | 3,283            |
|          | Course / workshop fees                   | 30,122                        | 9,121                       | 39,243           |
|          | Producer fees and partner contributions  | 8,985                         | 106,641                     | 115,626          |
|          | Creative Writing Online                  | 192,866                       | -                           | 192,866          |
|          | Norwich City Council                     | 37,800                        | 6,865                       | 44,665           |
|          | Norfolk County Council                   | 7,442                         | 3,360                       | 10,802           |
|          | British Council                          | -                             | 25,000                      | 25,000           |
|          | University of East Anglia                | 50,000                        | -                           | 50,000           |
|          | Arts Council England East                | 475,576                       | 382,355                     | 857,931          |
|          | New Anglia LEP                           | -                             | 24,665                      | 24,665           |
|          | Creative Arts East                       | 12,109                        | -                           | 12,109           |
|          |                                          | <u>815,329</u>                | <u>560,859</u>              | <u>1,376,188</u> |
|          |                                          | <b>2021</b>                   | <b>2021</b>                 | <b>2021</b>      |
|          |                                          | <b>£</b>                      | <b>£</b>                    | <b>£</b>         |
|          | Box office receipts                      | -                             | 4,028                       | 4,028            |
|          | Course / workshop fees                   | 30,107                        | 7,250                       | 37,357           |
|          | Producer fees and partner contributions  | 34,668                        | 63,284                      | 97,952           |
|          | Creative Writing Online                  | 154,701                       | -                           | 154,701          |
|          | Norwich City Council                     | 62,800                        | -                           | 62,800           |
|          | Norfolk County Council                   | 7,442                         | -                           | 7,442            |
|          | Suffolk Countil Council                  | -                             | 5,000                       | 5,000            |
|          | British Council                          | -                             | 50,000                      | 50,000           |
|          | University of East Anglia                | 50,000                        | 6,000                       | 56,000           |
|          | Arts Council England East                | 475,576                       | 160,376                     | 635,952          |
|          | New Anglia LEP                           | -                             | 10,415                      | 10,415           |
|          |                                          | <u>815,294</u>                | <u>306,353</u>              | <u>1,121,647</u> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**3 INCOME FROM CHARITABLE ACTIVITIES (continued)**

|                                                                                 | <b>2022</b> | <b>2021</b> |
|---------------------------------------------------------------------------------|-------------|-------------|
| Government grants included in income from charitable activities are as follows: |             |             |
| Arts Council England                                                            | 857,931     | 635,952     |
| University of East Anglia                                                       | 50,000      | 50,000      |
| Norfolk County Council                                                          | 10,802      | 7,442       |
| Norwich City Council                                                            | 44,665      | 62,800      |
| New Anglia LEP                                                                  | 24,665      | -           |
| British Council                                                                 | 25,000      | 50,000      |

Apart from the Arts Council England funding, there are no unfulfilled conditions at year end relating to these grants (2021: none). Please see note 22 for the conditions around the Arts Council England

In addition, with regards the Norwich City Council, the charity has a peppercorn lease in place and more details are provided in note 21.

**4 OTHER TRADING ACTIVITIES**

|                                    | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>  |
|------------------------------------|-------------------------------|-----------------------------|---------------|
|                                    | <b>2022</b>                   | <b>2022</b>                 | <b>2022</b>   |
|                                    | <b>£</b>                      | <b>£</b>                    | <b>£</b>      |
| Membership and subscription income | 1,521                         | -                           | 1,521         |
| Book and merchandise Sales         | 196                           | -                           | 196           |
| Venue Hire and catering income     | 48,890                        | -                           | 48,890        |
| Total trading income               | <u>50,607</u>                 | <u>-</u>                    | <u>50,607</u> |
|                                    | <b>2021</b>                   | <b>2021</b>                 | <b>2021</b>   |
|                                    | <b>£</b>                      | <b>£</b>                    | <b>£</b>      |
| Membership and subscription income | 1,865                         | -                           | 1,865         |
| Book and merchandise Sales         | 513                           | -                           | 513           |
| Venue Hire and catering income     | 599                           | -                           | 599           |
| Total trading income               | <u>2,977</u>                  | <u>-</u>                    | <u>2,977</u>  |

**5 INVESTMENT INCOME**

|                        | <b>Unrestricted<br/>Funds</b> | <b>Total<br/>Funds</b> |
|------------------------|-------------------------------|------------------------|
|                        | <b>2022</b>                   | <b>2022</b>            |
|                        | <b>£</b>                      | <b>£</b>               |
| Bank interest received | <u>3,245</u>                  | <u>3,245</u>           |
|                        | <b>2021</b>                   | <b>2021</b>            |
|                        | <b>£</b>                      | <b>£</b>               |
| Bank interest received | <u>4,224</u>                  | <u>4,224</u>           |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**6 COSTS OF RAISING FUNDS**

|                                       | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>      |
|---------------------------------------|-------------------------------|-----------------------------|-------------------|
|                                       | <b>2022<br/>£</b>             | <b>2022<br/>£</b>           | <b>2022<br/>£</b> |
| Salary and fundraising overhead costs | 16,211                        | 15,436                      | 31,647            |
| Cost of trading activity              | 34,396                        | -                           | 34,396            |
| Total costs of raising funds          | <u>50,607</u>                 | <u>15,436</u>               | <u>66,043</u>     |
|                                       | <b>2021<br/>£</b>             | <b>2021<br/>£</b>           | <b>2021<br/>£</b> |
| Salary and fundraising overhead costs | 24,166                        | -                           | 24,166            |
| Cost of trading activity              | 378                           | -                           | 378               |
| Total costs of raising funds          | <u>24,544</u>                 | <u>-</u>                    | <u>24,544</u>     |

**7 EXPENDITURE ON CHARITABLE ACTIVITIES**

|                              | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>      |
|------------------------------|-------------------------------|-----------------------------|-------------------|
|                              | <b>2022<br/>£</b>             | <b>2022<br/>£</b>           | <b>2022<br/>£</b> |
| Art                          | 47,062                        | 557,440                     | 604,502           |
| Learning                     | 156,258                       | 214,322                     | 370,580           |
| Place                        | 57,924                        | 26,426                      | 84,350            |
| Operations                   | 570,821                       |                             | 570,821           |
|                              | <u>832,065</u>                | <u>798,188</u>              | <u>1,630,253</u>  |
|                              | <b>2021<br/>£</b>             | <b>2021<br/>£</b>           | <b>2021<br/>£</b> |
| Art                          | 196,692                       | 230,854                     | 427,545           |
| Learning                     | 165,667                       | 118,183                     | 283,850           |
| Place                        | 36,298                        | 17,496                      | 53,794            |
| Sustainability and Viability | 2,742                         | -                           | 2,742             |
| Operations                   | 501,316                       | -                           | 501,316           |
|                              | <u>902,714</u>                | <u>366,533</u>              | <u>1,269,247</u>  |

**Total expenditure on Charitable Activities is split as follows:**

|                        | <b>2022<br/>£</b> | <b>2021<br/>£</b> |
|------------------------|-------------------|-------------------|
| Direct costs           | 1,056,895         | 640,687           |
| Support costs (note 8) | 573,358           | 628,560           |
|                        | <u>1,630,253</u>  | <u>1,269,247</u>  |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**8 SUPPORT COSTS**

|                           | <b>2022</b>    | <b>2021</b>    |
|---------------------------|----------------|----------------|
|                           | £              | £              |
| Salaries & Freelance      | 440,895        | 466,008        |
| Admin & IT                | 56,088         | 59,468         |
| Finance                   | 1,444          | 1,233          |
| Comms and Marketing       | 4,870          | 9,662          |
| Programme and Production  | 8,551          | 40,708         |
| Governance costs (note 9) | 11,762         | 10,823         |
| Premises                  | 49,748         | 40,657         |
|                           | <u>573,358</u> | <u>628,560</u> |

**9 ANALYSIS OF GOVERNANCE COSTS**

|                                     | <b>2022</b>   | <b>2021</b>   |
|-------------------------------------|---------------|---------------|
|                                     | £             | £             |
| Auditors remuneration (see note 10) | 12,060        | 11,160        |
| Other governance costs              | (298)         | (337)         |
|                                     | <u>11,762</u> | <u>10,823</u> |

**10 AUDITOR'S REMUNERATION**

|                                                        | <b>2022</b>   | <b>2021</b>   |
|--------------------------------------------------------|---------------|---------------|
|                                                        | £             | £             |
| Fees payable for the audit of the financial statements | 8,850         | 8,160         |
| Accountancy costs payable to the auditor               | 3,210         | 3,000         |
|                                                        | <u>12,060</u> | <u>11,160</u> |

**11 NET EXPENDITURE**

|                                            | <b>2022</b>   | <b>2021</b>   |
|--------------------------------------------|---------------|---------------|
|                                            | £             | £             |
| This is stated after charging/(crediting): |               |               |
| Amortisation of intangible assets          | -             | 649           |
| Depreciation of tangible fixed assets      | 62,155        | 56,302        |
| Defined contribution pension contributions | <u>21,918</u> | <u>21,232</u> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**12 STAFF COSTS**

The total staff costs and employee benefits for the reporting period are analysed as follows:

|                                         | <b>2022</b>    | <b>2021</b>    |
|-----------------------------------------|----------------|----------------|
|                                         | <b>£</b>       | <b>£</b>       |
| Wages and salaries                      | 560,196        | 562,257        |
| Social Security costs                   | 48,168         | 44,291         |
| Employer contributions to pension plans | 21,918         | 21,232         |
| Other staff & freelance costs           | 123,194        | 56,978         |
|                                         | <u>753,476</u> | <u>684,758</u> |

The charity operates a defined contribution pension scheme. Contributions totalling **£nil** (2021 - £nil) were payable to the fund at the balance sheet date.

**Key Management Personnel**

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. Key management personnel consists of the people listed on page 1 and the trustees. The total remuneration paid to key management personnel for services provided to the charity was **£237,469** (2021: £254,986).

The average head count of employees during the year was 34 (2021: 35).

During the year, there was 1 employee whose total employee benefits (exc. pension costs) were between £60,000 and £70,000. (2021: 1 employee between £60,000 and £70,000).

**13 TRUSTEE REMUNERATION AND EXPENSES**

One trustee has been paid remuneration and received other benefits from employment with the charity: Dr Chris Gribble received remuneration of £68,895 and pension contributions of £2,756 (2021: £67,421 remuneration and £2,697 pension contributions), paid under his role as Chief Executive Officer of the charity. The CEO is paid under the authority of the Memorandum and Articles of association, as amended by Special Resolution in 2011.

One trustee claimed expenses or had their expenses met by the charity in respect of travel and subsistence totalling £440 (2021: two trustees £179).

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**14 INTANGIBLE ASSETS**

|                                             | <b>Website/Bespoke<br/>Software<br/>£</b> |
|---------------------------------------------|-------------------------------------------|
| <b>Cost</b>                                 |                                           |
| At 1 April 2021 and 31 March 2022           | 16,850                                    |
| <b>Amortisation</b>                         |                                           |
| At 1 April 2021 and 31 March 2022           | 16,850                                    |
| <b>Carrying amount<br/>At 31 March 2022</b> | <u><u>-</u></u>                           |
| At 31 March 2021                            | <u><u>-</u></u>                           |

**15 TANGIBLE FIXED ASSETS**

|                                             | <b>Longterm<br/>Leasehold<br/>Land &amp;<br/>Buildings<br/>£</b> | <b>Fixtures &amp;<br/>fittings<br/>£</b> | <b>Office<br/>equipment<br/>£</b> | <b>Total<br/>£</b>   | <b>Total<br/>£</b>      |
|---------------------------------------------|------------------------------------------------------------------|------------------------------------------|-----------------------------------|----------------------|-------------------------|
| <b>Cost</b>                                 |                                                                  |                                          |                                   |                      |                         |
| At 1 April 2021                             | 1,605,029                                                        | 43,295                                   | 68,689                            | -                    | 1,717,013               |
| Additions                                   | -                                                                | 13,024                                   | 1,737                             | 13,136               | 27,897                  |
| <b>At 31 March 2022</b>                     | <u><u>1,605,029</u></u>                                          | <u><u>56,319</u></u>                     | <u><u>70,426</u></u>              | <u><u>13,136</u></u> | <u><u>1,744,910</u></u> |
| <b>Depreciation</b>                         |                                                                  |                                          |                                   |                      |                         |
| At 1 April 2021                             | 62,794                                                           | 25,668                                   | 32,772                            | -                    | 121,234                 |
| Charge for the year                         | 32,100                                                           | 12,898                                   | 16,062                            | 1,095                | 62,155                  |
| <b>At 31 March 2022</b>                     | <u><u>94,894</u></u>                                             | <u><u>38,566</u></u>                     | <u><u>48,834</u></u>              | <u><u>1,095</u></u>  | <u><u>183,389</u></u>   |
| <b>Carrying amount<br/>At 31 March 2022</b> | <u><u>1,510,135</u></u>                                          | <u><u>17,753</u></u>                     | <u><u>21,592</u></u>              | <u><u>12,041</u></u> | <u><u>1,561,521</u></u> |
| At 31 March 2021                            | <u><u>1,542,235</u></u>                                          | <u><u>17,627</u></u>                     | <u><u>35,917</u></u>              | <u><u>-</u></u>      | <u><u>1,595,779</u></u> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**16 DEBTORS**

|                                | <b>2022</b>   | <b>2021</b>   |
|--------------------------------|---------------|---------------|
|                                | <b>£</b>      | <b>£</b>      |
| Trade Debtors                  | 60,392        | 3,288         |
| Prepayments and accrued income | 23,442        | 31,960        |
| Other debtors                  | -             | 1,633         |
|                                | <u>83,834</u> | <u>36,881</u> |

**17 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                 | <b>2022</b>    | <b>2021</b>    |
|---------------------------------|----------------|----------------|
|                                 | <b>£</b>       | <b>£</b>       |
| Trade creditors                 | 23,041         | 10,624         |
| Accruals and deferred income    | 192,896        | 163,729        |
| Social security and other taxes | 12,811         | 11,530         |
| Other creditors                 | 13,873         | 8,616          |
|                                 | <u>242,621</u> | <u>194,499</u> |

|                                 | <b>2022</b>   | <b>2021</b>   |
|---------------------------------|---------------|---------------|
|                                 | <b>£</b>      | <b>£</b>      |
| Deferred income breakdown       |               |               |
| Deferred income brought forward | 50,917        | 30,327        |
| Released during the year        | (50,169)      | (16,895)      |
| Deferred during the year        | 54,660        | 37,485        |
| Deferred income carried forward | <u>55,408</u> | <u>50,917</u> |

Deferred income relates to income received for future events.

**18 FUNDS SUMMARY  
Year Ended 31 March 2022**

| <b>Unrestricted funds</b>                            | <b>At 1 April<br/>2021</b> | <b>Income</b>  | <b>Expenditure</b> | <b>Transfers</b> | <b>At 31 March<br/>2022</b> |
|------------------------------------------------------|----------------------------|----------------|--------------------|------------------|-----------------------------|
|                                                      | <b>£</b>                   | <b>£</b>       | <b>£</b>           | <b>£</b>         | <b>£</b>                    |
| General Funds                                        | 151,503                    | 899,203        | (829,076)          | 10,916           | 232,545                     |
| Designated Fund - Strategic Reserve                  | 109,534                    | -              | -                  | -                | 109,534                     |
| Designated Dragon Hall fixed asset improvements fund | 1,579,443                  | -              | (53,596)           | -                | 1,525,847                   |
|                                                      | <u>1,840,480</u>           | <u>899,203</u> | <u>(882,672)</u>   | <u>10,916</u>    | <u>1,867,927</u>            |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**18 FUNDS SUMMARY (continued)**

|                                     | At 1 April<br>2021      | Income                  | Expenditure               | Transfers       | At 31 March<br>2022     |
|-------------------------------------|-------------------------|-------------------------|---------------------------|-----------------|-------------------------|
| <b>Restricted</b>                   | <b>£</b>                | <b>£</b>                | <b>£</b>                  | <b>£</b>        | <b>£</b>                |
| A4E                                 | 157,666                 | 47,500                  | (208,824)                 | -               | (3,658)                 |
| A Life Written                      | -                       | 3,540                   | (4,491)                   | 950             | -                       |
| Art, Learning, Places Funds         | 597                     | 1,531                   | -                         | -               | 2,128                   |
| Bulgarian Residency                 | 335                     | -                       | (335)                     | -               | -                       |
| Capital Project (including WREN)    | 4,500                   | -                       | (4,750)                   | -               | (250)                   |
| Catalyst                            | 57,828                  | -                       | -                         | -               | 57,828                  |
| City of Literature for Young People | -                       | 3,781                   | (2,019)                   | -               | 1,762                   |
| CRF 2                               | -                       | 85,389                  | (82,800)                  | -               | 2,589                   |
| CWO Burseries Fund                  | -                       | 402                     | -                         | -               | 402                     |
| East Anglian Book Awards            | 496                     | 1,000                   | (1,864)                   | 368             | -                       |
| Escalator                           | 8,779                   | 7,386                   | (6,880)                   | (1,000)         | 8,285                   |
| Geoffrey Watling Trust              | 7,500                   | -                       | (5,704)                   | -               | 1,796                   |
| General Residencies                 | -                       | 500                     | (500)                     | -               | -                       |
| Heritage Waddilove Grant            | 4,500                   | -                       | -                         | -               | 4,500                   |
| Heritage Building Fund              | 12,391                  | 3,500                   | (2,256)                   | -               | 13,635                  |
| Heritage Volunteer Fund             | 4,674                   | 425                     | (83)                      | -               | 5,016                   |
| ILS 22                              | -                       | 25,000                  | -                         | -               | 25,000                  |
| Lit from the Inside                 | 17,393                  | -                       | (5,067)                   | -               | 12,326                  |
| Korea Residency                     | -                       | 3,600                   | (3,600)                   | -               | -                       |
| NCW Awards                          | 116,368                 | 95,442                  | (102,524)                 | (10,466)        | 98,821                  |
| NAORP                               | -                       | 3,360                   | (2,468)                   | -               | 892                     |
| Noirwich                            | 5,885                   | 3,240                   | (5,228)                   | -               | 3,897                   |
| Norwich City Council                | -                       | -                       | -                         | -               | -                       |
| Support Grant                       | -                       | 6,865                   | (2,033)                   | -               | 4,832                   |
| NCW Platform                        | -                       | 20,444                  | (6,336)                   | -               | 14,108                  |
| Passa Porte Residency               | -                       | -                       | (1,209)                   | 1,209           | -                       |
| Quebec Virtual Residency            | -                       | 2,500                   | -                         | -               | 2,500                   |
| Reckitt Arts Trust Residency        | 2,500                   | 2,000                   | (2,500)                   | -               | 2,000                   |
| Saturday Writing Club               | -                       | 3,500                   | (258)                     | -               | 3,242                   |
| Singapore Residency                 | -                       | 11,587                  | (12,311)                  | 724             | -                       |
| Stories From The Quarter            | -                       | 17,023                  | (3,681)                   | -               | 13,341                  |
| Taiwan Residency                    | -                       | 3,600                   | -                         | -               | 3,600                   |
| The Inn Crowd 2                     | 6,226                   | 32,139                  | (35,663)                  | (2,702)         | -                       |
| Time to Write                       | 3,440                   | -                       | (3,204)                   | -               | 236                     |
| Transforming Leadership             | 69,292                  | 141,695                 | (191,113)                 | -               | 19,874                  |
| Emerging Translators                | 5,014                   | -                       | -                         | -               | -                       |
| Programme 21/22                     | -                       | 23,674                  | (30,793)                  | -               | (2,105)                 |
| Emerging Translators                | -                       | -                       | -                         | -               | -                       |
| Programme 22/23                     | -                       | 6,759                   | -                         | -               | 6,759                   |
| UK Residencies                      | -                       | 900                     | (900)                     | -               | -                       |
| UNESCO                              | 381                     | -                       | -                         | -               | 381                     |
| Visible Communities                 | 72,996                  | 32,000                  | (63,273)                  | -               | 41,723                  |
| WCN Bursaries Fund                  | 717                     | -                       | -                         | -               | 717                     |
| Yanai Initiative                    | -                       | -                       | -                         | -               | -                       |
| Collaboration 2020-2023             | (419)                   | 16,932                  | (20,960)                  | -               | (4,447)                 |
|                                     | <u>559,059</u>          | <u>607,213</u>          | <u>(813,625)</u>          | <u>(10,916)</u> | <u>341,731</u>          |
| <b>TOTAL FUNDS</b>                  | <u><b>2,399,539</b></u> | <u><b>1,506,415</b></u> | <u><b>(1,696,297)</b></u> | <u><b>-</b></u> | <u><b>2,209,658</b></u> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**18 FUNDS SUMMARY (continued)**

**Year Ended 31 March 2021**

| <b>Unrestricted funds</b>                            | <b>At 1 April<br/>2020<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Transfers<br/>£</b> | <b>At 31 March<br/>2021<br/>£</b> |
|------------------------------------------------------|----------------------------------|---------------------|--------------------------|------------------------|-----------------------------------|
| General Funds                                        | 152,906                          | 864,655             | (908,612)                | 42,554                 | 151,503                           |
| Designated Fund - Strategic Reserve                  | 117,350                          | 2,184               | (10,000)                 | -                      | 109,534                           |
| Designated Dragon Hall fixed asset improvements fund | 1,588,089                        |                     | (8,646)                  | -                      | 1,579,443                         |
|                                                      | <u>1,858,345</u>                 | <u>866,839</u>      | <u>(927,258)</u>         | <u>42,554</u>          | <u>1,840,480</u>                  |

**18 FUNDS SUMMARY (continued)**

|                                     | <b>At 1 April<br/>2020<br/>£</b> | <b>Income<br/>£</b>     | <b>Expenditure<br/>£</b>  | <b>Transfers<br/>£</b> | <b>At 31 March<br/>2021<br/>£</b> |
|-------------------------------------|----------------------------------|-------------------------|---------------------------|------------------------|-----------------------------------|
| <b>Restricted</b>                   |                                  |                         |                           |                        |                                   |
| A4E                                 | 180,717                          | 77,600                  | (99,327)                  | (1,324)                | 157,666                           |
| Art, Learning, Places Funds         | 298                              | 299                     | -                         |                        | 597                               |
| Bulgarian Residency                 | 533                              | -                       | (198)                     |                        | 335                               |
| Capital Project (including WREN)    | 49,679                           | -                       | (747)                     | (44,432)               | 4,500                             |
| Catalyst                            | 57,828                           | -                       | -                         |                        | 57,828                            |
| City of Literature for Young People | 1,716                            | -                       | (4,075)                   | 2,359                  | -                                 |
| Community Development               | 142                              | -                       | (150)                     | 8                      | -                                 |
| East Anglian Book Awards            | -                                | 1,000                   | (504)                     |                        | 496                               |
| Escalator                           | -                                | 8,779                   | -                         |                        | 8,779                             |
| Geoffrey Watling Trust              | -                                | 7,500                   | -                         |                        | 7,500                             |
| Heritage Waddilove Grant            | -                                | 4,500                   | -                         |                        | 4,500                             |
| Heritage Building Fund              | 12,391                           | -                       | -                         |                        | 12,391                            |
| Heritage Volunteer Fund             | 4,753                            | -                       | (79)                      |                        | 4,674                             |
| High Street Tales                   | -                                | 5,300                   | (3,800)                   | (1,500)                | -                                 |
| Lit from the Inside (Anguish)       | 23,070                           | -                       | (5,677)                   |                        | 17,393                            |
| NCW Awards (Early Careers)          | 175,577                          | 26,689                  | (85,898)                  |                        | 116,368                           |
| Noirwich                            | 5,579                            | 5,056                   | (4,750)                   |                        | 5,885                             |
| Netherlands Residency               | -                                | -                       | (727)                     | 727                    | -                                 |
| Reckitt Arts Trust Residency        | 2,500                            | -                       | -                         |                        | 2,500                             |
| Saturday Writing Club               | 3,123                            | -                       | (3,866)                   | 743                    | -                                 |
| The Inn Crowd 2                     | 3,900                            | 16,732                  | (14,406)                  |                        | 6,226                             |
| Time to Write                       | -                                | 3,440                   | -                         |                        | 3,440                             |
| Transforming Leadership             | 39,240                           | 132,743                 | (102,691)                 |                        | 69,292                            |
| TP Mentoring 22/23                  | -                                | 3,750                   | (7)                       | 1,271                  | 5,014                             |
| UNESCO                              | 381                              | -                       | -                         |                        | 381                               |
| Visible Communities                 | 47,208                           | 47,000                  | (21,212)                  |                        | 72,996                            |
| WCN Bursaries Fund                  | 717                              | -                       | -                         |                        | 717                               |
| Words and Ways                      | 406                              | -                       | -                         | (406)                  | -                                 |
| Yanai Initiative Collaboration      | -                                |                         |                           |                        |                                   |
| 2020-2023                           |                                  | 18,000                  | (18,419)                  |                        | (419)                             |
|                                     | <u>609,758</u>                   | <u>358,388</u>          | <u>(366,533)</u>          | <u>(42,554)</u>        | <u>559,059</u>                    |
| <b>TOTAL FUNDS 2021</b>             | <u><b>2,468,103</b></u>          | <u><b>1,225,227</b></u> | <u><b>(1,293,791)</b></u> | <u><b>-</b></u>        | <u><b>2,399,539</b></u>           |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**18 FUNDS SUMMARY (continued)**

**Ambition for Excellence**

Ambition for Excellence is an Arts Council England strategic fund to support excellence in new work, export and place making. Our programme of new work, new partnerships and promotion of Norwich as a centre of excellence in literature will run for three years. A proportion of the residual balance on the International Literature Showcase fund was transferred to the A4E fund.

**A Life Written**

This is a 7 week life writing course for people age 70 and above. Led by a published life writer, a group of 12 older people meet weekly to explore different ways to approach memoir and life writing. All participants are then invited to submit 2 pieces of writing to a project anthology which is published and celebrated at the end of the course. A life written is funded by Anglia Ruskin University as part of the health, wellbeing and community grants programme that focuses on wellbeing and celebrating ageing.

**Art, Learning, Places Funds**

We have three donation boxes whereby members of the Public are able to give small donations towards our core aims.

**Bulgarian Residency**

A short residency opportunity for a Bulgarian writer or translator, in partnership with the Elizabeth Kostova Foundation.

**Dragon Hall Capital Project (including WREN)**

The restricted fund for Dragon Hall comprises the retained funds for the capital programme. The costs cover fundraising, key overheads around management and delivery of the capital bid. It also includes a fund towards our capital programme from WREN and FCC Environment. The transfer to unrestricted funds represents the amount spent on the capital project which has been unrestricted once the spent was completed

**Catalyst**

An Arts Council England funded project to enable arts organisations to grow their capacity to raise new funds from individuals and philanthropists and thereby diversify their income streams. Writers' Centre Norwich has been granted £240,000 over a period of time in order to deliver the National Conversation, the Digital Hub and our fundraising development programme that will support our growth into the National

**City of Literature for Young People**

These funds are used for covering our core programmes for children and young people which run throughout the year: Time to Write, the Creative writing Roadshow, the Young Norfolk writing competition, Children's City of Literature.

**CRF 2**

The second round of the Department for Digital, Culture, Media and Sport (DCMS) Culture Recovery Fund. The funds purpose is to help organisations transition back to usual operating mode after COVID restrictions from April 2021.

**CWO Bursaries Fund**

A fund Set up to provide bursaries for low-income writers on our CWO courses. The fund is made available for individuals to provide financial support for those who cannot afford the full CWO fee.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**18 FUNDS SUMMARY (continued)**

**Community Development**

NCW's community offer prioritises working with under-represented groups to use creative writing and storytelling to empower participants, increase their confidence, to feel able to tell their story, and to feel belonging within our Dragon Hall community. Increasingly we deliver these sessions at our literature house base, to open our doors and build a sense of pride and ownership towards the unique asset that is our medieval trading hall HQ. Partners on this aspect of our work include Age UK, New Routes - a local charity

**East Anglian Book Awards**

The East Anglian Book Awards is the key regional book awards for Norfolk, Suffolk and Fenland. Developed by the EDP and Jarrold, WCN has been a core partner for six years and supports the development of the prize and its administration annually. The transfer into this fund during the year from unrestricted funds represents the charity's funding contribution.

**Escalator**

Escalator is our annual talent development scheme open to unpublished early career fiction writers (novel or short story) living in the Eastern Region. The region is made up of a diverse society of many voices and supporting writers who are under-represented on UK bookshelves has become a core objective of the project. It has been running for 16 years and has supported over 100 writers at the beginning of their careers, many of whom have gone on to sign with agents, publish and win awards and critical recognition for their writing. The programme consists of mentoring - a one-to-one exchange between writer and mentor, who interact regularly to review work, discuss challenges and set goals. The selected applicants will also take part in a residential retreat at NCW's Dragon Hall campus in Norwich and a final showcase event at which mentees have an opportunity to present their work and network with agents, editors and other publishing industry professionals. Escalator is funded by Amazon Literary Partnership, The Lady Hind Trust, and donors of the 'Escalator Needs Your Help' campaign.

**Geoffrey Watling Trust**

The trust grant funds a programme of creative writing activity for parents, children and young people aged 2 - 18. Neverending stories: storytelling resources and workshops aimed at increasing confidence with words and making homes more storytelling and book friendly; the Laureate programme gives talented young people a 1 year long experience of writing opportunities and mentoring; Time to Write are NCW's open access creative writing workshops for 9-17 year olds.

**General Residencies**

Indirect overheads related to the restricted residencies programme.

**Heritage Waddilove Grant**

A grant from the Sylvia Waddilove Foundation towards the "Restoring the South Door Surround (Ogee Arch) and the Great Arch" at Dragon Hall.

**Heritage Building Fund & Heritage Volunteer Fund**

This fund is a restricted fund donated to WCN by the Norfolk and Norwich Heritage Trust when it wound up

**ILS 22**

An ongoing, long-running programme in partnership with British Council, with previous iterations in 2012, 2015-2017 and 2018-2021 to deliver a co-curated, diversity-focused platform for the showcasing, exchange & export of English literature development & writing talent. The last 3 years have seen us support the investment of over £70k of funds into partnership projects between English & international partners delivering 19 projects over 4 continents. 2022 will see us disburse funds to collaborative projects between ODA countries and UK counterparts while we explore the next iteration of the programme with the British Council.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**18 FUNDS SUMMARY (continued)**

**High Street Tales**

High Street Tales was an Historic England programme managed by New Writing North and delivered in partnership with the regional literature development agencies network (in which we represent the east of England). From hidden histories to local urban legends, eight contemporary writers across England worked with their local communities to explore the everyday magic of high streets. We recruited a pair of writers, Ellie McKinlay-Khojinian and Ligia Macedo, and supported them to work with the communities in Great Yarmouth to tell a story of their high street. The seven stories, or 'High Street Tales', were published as an ebook, and the writers also narrated their stories for a 'High Street Tales' podcast series.

**Lit from the Inside**

A three year programme for young people to increase aspirations, skills, knowledge and connections into the art sector. Each year a cohort of young people work together to gain experience in designing and programming literary events, insights into the industry by going on trips to literary festivals and working towards their Bronze Arts Award.

**Korean Residency**

An annual residency opportunity for two Korean writers, in partnership with the Arts Council of Korea.

**NCW Awards / Early Career Awards**

A new form of literary prize, combining the power of awards with the unique, year-round educational programme of the National Centre for Writing. With this suite of prizes, comprised of three distinct awards (the Desmond Elliott Prize, the Laura Kinsella Fellowship and the UEA New Forms Award), and thanks to support from Arts Council England, NCW has created an early career digital programme, providing free resources, professional development and industry advice for new writers. Tailored early career support for the award winning writers will include residency opportunities, mentoring and industry support to help them build a sustainable career.

**NAO Reading Project**

Aimed at secondary schools with high numbers of multi-lingual students. The NOA reading project is a series of interviews with translators from a range of languages, showcasing how a passion for language and reading can lead to tangible career paths. Questions are collected from secondary school students in advance and recorded via interview with each translator. The translator also provide a short reading list of books that inspired them on their journey, a copy of each book on this list is bought for the school libraries.

**Noirwich**

The crime writing festival partnership with UEA attracts a range of restricted funds that are disbursed only to advance the festival aims and programmes.

**Norwich City Council Support Grant**

A Norwich City Council Support Grant being part of the Additional Restrictions Grant (ARG) scheme. This grant provides post COVID support for eligible businesses for the period post 26 December 20 and was issued at the Council's discretion to support businesses essential to the local economy.

**NCW Platform**

The NCW Freelance and Community Diversity Platform (NCW Platform) is designed to diversify routes to working with our organisation for underrepresented groups of creative practitioners and communities hit hardest by Covid, and to improve capacity within NCW to support these groups in the years to come. There are three project strands, offering structured creative development for a group of writers and freelancers in Norfolk, with a focus on Black, Asian and Ethnically Diverse participants (the Springboard programme), and community engagement workshops for two marginalised communities in Norwich: the Bengali-speaking community (Bengali Stories) and refugees and asylum seekers (New Routes).

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**18 FUNDS SUMMARY (continued)**

**Netherlands Residency**

Residencies for Dutch writers as part of the New Dutch Writing campaign, supported by the Dutch Foundation for Literature.

**Passa Porte Residency**

A residency exchange programme for writers in the UK and Belgium.

**Quebec Virtual Residency**

The Norwich and Québec UNESCO cities of literature virtual residency exchange runs from September to November 2022. The two selected writers who will work together to explore each other's city virtually and produce a commission. This exchange is supported by the Québec Government Office in London and l'Entente de développement culturel entre le gouvernement du Québec et la Ville de Québec.

**Reckitts Arts Trust Residency**

Funding for a series of one-week residencies for UK-based writers and translators.

**Saturday Writing Club**

A series of out of school creative writing and performance workshops for young people in Norwich and Norfolk from areas of high deprivation and low arts/culture provision.

**Singapore Residency**

The National Arts Council of Singapore is supporting a six-month virtual residency for three writers from Singapore from June to December 2022. The three writers are working on a literary project, with mentoring from a UK-based writer. They also meet with Norwich-based writers and produce digital content for the NCW website.

**Stories From The Quarter**

A National Lottery Heritage Grant-funded programme connecting Norwich's Bengali community to the city's built heritage, and recording, sharing and celebrating the community's oral histories of migration and British-Bengali experiences of Norfolk. The project includes a series of creative writing workshops for the Bengali community and Norfolk primary schools that will deepen these connections to the city's medieval heritage and the oral histories of the area's residents, including this new collection of Bengali oral histories.

**Taiwan Residency**

NCW, the British Centre for Literary Translation and Strangers Press are collaborating with the Cultural Division of the Taipei Representative Office in the UK and the National Museum of Taiwan Literature, with support from the Ministry of Culture, Taiwan to promote the translation and English publication of contemporary writing from Taiwan through workshops, chapbooks and residencies. NCW will host two writers featured in the Taiwan chapbooks published by Strangers Press in May 2023 in Norwich to help

**The Inn Crowd 2**

An extension of the live literature/rural touring programme, The Inn Crowd, taking newly commissioned work to areas of low arts provision across the south east, south west, midlands and west of England in partnership with Applause Rural Touring and Creative Arts East and supported by Arts Council England.

**Time to Write**

Creative writing and workshop sessions for young people from 11-17 years old during the school holidays. These take place in person at Dragon Hall.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**18 FUNDS SUMMARY (continued)**

**Transforming Leadership**

A 30 month leadership development programme. It is designed to develop 20 executive and 20 next generation leaders' skills and capacity in the cultural sector to effect creative, social and economic change in Norfolk and Suffolk through collaborative working, place sensitivity and innovative thinking. It will support identified needs for leadership, talent, diversity, inclusivity and innovation in the New Anglia region.

**Emerging Translators Programme**

An annual programme supported by international partner organisations we are delivering sixth month mentorships as well as short-term mentoring sessions for two runners-up for emerging translators working in a variety of often lesser- translated languages and/or coming from underrepresented backgrounds.

**UK Residencies**

We offer residencies to UK-based writers and translators, partly funded by the Francis Reckitt Trust. The residencies are usually offered as part of our Visible Communities programme, our Associate Artists and our Early Career Awards. We also host occasional self-funded residencies.

**UNESCO**

The Charity led a developmental bid for Norwich to become a UNESCO City of Literature. This bid was finalised in 2011-12. WCN secured Managed Funds and Grants for the Arts funding from ACE to develop the partnerships and programmes as part of the ongoing UNESCO City of Literature

**Visible Communities**

Exploring how literary translation engages with literature and community development activities across England and supporting action learning for best practice.

**WCN Bursaries Fund**

This is a restricted fund to supported access to WCN courses and programmes for writers and artists facing financial difficulties.

**Words and Ways**

Our team of creative tutors were transformed into expert adventurers charged with training up the next generation of young travellers. In the first workshop, students got the chance to flex their imaginative muscles and to receive their travel log books. In the second workshop, guided by their log books, they were challenged to turn their memories into poems, stories and words of wisdom.

**Yanai Initiative**

In partnership with the Yanai Initiative we are offering a Japanese mentorship as part of the Emerging Translators Mentoring Scheme and a Japanese workshop at the BCLT summer school, and we are supporting a new chapbook series of contemporary Japanese writing in English translation to be published by Strangers Press.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**18 FUNDS SUMMARY (continued)**

**Designated funds  
Strategic reserve**

Designated funds are for investment in innovative or exceptional artform projects, or for investment in projects that generate medium to long term income or achieve operating savings.

**Capital project**

The designated fund for capital project relates to the Dragon Hall capital funding and related costs.

**19 ANALYSIS OF NET ASSETS BETWEEN FUNDS**

|                       | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total<br/>Funds</b> |
|-----------------------|-------------------------------|-----------------------------|------------------------|
|                       | <b>2022<br/>£</b>             | <b>2022<br/>£</b>           | <b>2022<br/>£</b>      |
| Tangible fixed assets | 1,561,621                     | -                           | 1,561,621              |
| Current assets        | 306,306                       | 341,731                     | 648,037                |
|                       | <u>1,867,927</u>              | <u>341,731</u>              | <u>2,209,658</u>       |
|                       | <b>2021<br/>£</b>             | <b>2021<br/>£</b>           | <b>2021<br/>£</b>      |
| Tangible fixed assets | 1,595,779                     | -                           | 1,595,779              |
| Current assets        | 244,701                       | 559,059                     | 803,760                |
|                       | <u>1,840,480</u>              | <u>559,059</u>              | <u>2,399,539</u>       |

**20 ANALYSIS OF NET DEBT**

|      | <b>At start<br/>of period</b> | <b>Cash<br/>flows</b> | <b>At end<br/>of period</b> |
|------|-------------------------------|-----------------------|-----------------------------|
|      | <b>2022<br/>£</b>             | <b>2022<br/>£</b>     | <b>2022<br/>£</b>           |
| Cash | <u>961,378</u>                | <u>(154,454)</u>      | <u>806,924</u>              |
|      | <b>2021<br/>£</b>             | <b>2021<br/>£</b>     | <b>2021<br/>£</b>           |
| Cash | <u>917,826</u>                | <u>43,552</u>         | <u>961,378</u>              |

**21 Operating lease commitments**

The charity has a lease with The City Council of Norwich for the Dragon Hall premises from which it operates. This is on a peppercorn charge of £1 per annum starting on 1 August 2015 and running until 22 October 2096. Further details surrounding the restrictions placed on the property are explained in note 22. In the year, income was received from the Council totalling £44,665 of unrestricted funding (2021: £62,800) £19,665 of which to support the provision of a range of performing and media arts to the community, and pioneer collaborative projects with writers and other partners. £25,000 related to covid-19 hospitality grants.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**22 Contingent liability**

Included in the funds note 18 is £nil (2021: £Nil) which relates to funding provided by Arts Council England (ACE) to carry out a capital build project and refurbishment works at Dragon Hall. The total received from ACE in respect of this project since its inception is £900,000 and £1,595,779 is the net book value of assets included in note 15, purchased partly with this funding. This balance is also included in a separate designated fund in note 18. The ACE funding requires that the terms of the deed of covenant between ACE and National Centre for Writing be adhered to for a period of 10 years from 23 Aug 2017. Any use of the building other than the agreed use (as per the lease between Norwich City Council and National Centre for Writing) must have prior written consent from ACE. If this condition is not adhered to there is potential for ACE to clawback funds provided for the capital works. In addition to this funding, National Centre for Writing also received £857,931 from ACE in the year to 31 March 2022 (2021: £635,952) in respect of Core funding £475,576 (2021: £475,576) and Strategic Projects £382,355 (2021: £160,376). Please see note 3 for details of all income received from ACE.

**23 Related parties**

The Trustee, Professor S Barrow, is the Pro Vice Chancellor of the University of East Anglia. Annual funding of £50,000 (2021: £50,000) was received during the year from the UEA, of which £nil was outstanding at year end (2021: £nil). £nil (2021: £6,000) was also received as part of the partnership contribution. £858 (2021: £nil) was received from the UEA for venue/room hire and food/drink of which £nil was outstanding at the year end (2021: £nil).

A total payment of £nil (2021: £33,924) was paid to UEA as the partnership settlement for Creative Online courses for 2020/2021. An amount of £78,918 (2021: £33,892) was accrued for 2020/21 and 2021/22.

£nil (2021: £3,877) was paid as a partnership settlement for the 2019 Norwich Crime Writing Festival.

Of the £36,000 due to UEA (2021: £36,000) relating to the British Centre for Literary Translation (BCLT) funding agreement, £27,000 (2021: £27,000) has been paid with £9,000 outstanding at the year end (2021: £9,000).

The Trustee, Mr A Waters, is Council Leader for Norwich City Council. Annual funding of £44,665 (2021: £62,800) was received during the year from the NCC, of which £nil was outstanding at year end (2021: £nil). Mr Water is also a Regional Board Member (South East) for Arts Council England. Income of £857,931 (2021: £635,952) was received from ACE during the year with £nil (2021: £nil) outstanding at the year end. £608,185 (2021: £475,576) of this income was for annual funding, £nil (2021: £nil) for the Dragon Hall capital project and the remainder towards individual projects.

Caroline McCormick (Trustee) is a director of Achates Philanthropy Ltd. £30,058 (2021: £19,134) was paid for the provision of consultancy services. £1,530 was outstanding at the year end (2021: £nil). These amounts were paid under the authority of the Memorandum and Articles of association, as amended by Special Resolution in 2011.

Donations totalling £nil (2021: £189) were received from Taylor Vinters LLP, an LLP in which James Slinger (Trustee) is a Partner. £nil was outstanding at the year-end (2021: £nil).

Restricted income totalling £6,598 (2021: £750) was received from Creative Arts East, where Alison McFarlane (KMP) is an Executive Director. No amounts were outstanding at the year-end (2021: £nil)

No other related party transactions have occurred (2021: none).

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# Accounts

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Registered in England  
Charity No. 1110725  
Company No. 05242876

**NATIONAL CENTRE FOR WRITING**

**COMPANY LIMITED BY GUARANTEE**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

CONTENTS

|                                   | <b>Page</b> |
|-----------------------------------|-------------|
| Trustees' report                  | 1 - 8       |
| Audit Report                      | 9 - 12      |
| Statement of financial activities | 13          |
| Balance sheet                     | 14          |
| Statement of cash flows           | 15          |
| Notes to the financial statements | 16 - 36     |

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

The trustees present their report and financial statements for the year ended 31 March 2021.

**Reference and administrative information**

|                                |                                                                                                                                                                                                                                                      |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Registered charity name</b> | National Centre for Writing                                                                                                                                                                                                                          |
| <b>Charity number</b>          | 1110725                                                                                                                                                                                                                                              |
| <b>Company number</b>          | 05242876                                                                                                                                                                                                                                             |
| <b>Date of registration</b>    | 27 September 2004                                                                                                                                                                                                                                    |
| <b>Registered address</b>      | Dragon Hall<br>115 - 123 King Street<br>Norwich<br>NR1 1QE                                                                                                                                                                                           |
| <b>Trustees</b>                | Ms P Henderson (Chair)<br>Professor S Barrow<br>Ms H Dawson (resigned 17/12/2020)<br>Ms I Dixon<br>Dr C Gribble<br>Mr J Slinger<br>Mr G Szirtes (resigned 17/12/2020)<br>Mr A Waters<br>Ms H Wilson<br>Mr A J Yuill<br>Ms C McCormick<br>Ms N Nannar |
| <b>Key Management</b>          | Dr C Gribble - CEO<br>A McFarlane<br>D Barrass<br>A Kent<br>P Hughes<br>A Salmon                                                                                                                                                                     |
| <b>Company Secretary</b>       | Mr D Barrass                                                                                                                                                                                                                                         |
| <b>Auditor</b>                 | Price Bailey LLP<br>Anglia House, 6 Central Avenue<br>St Andrews Business Park<br>Thorpe St Andrew<br>Norwich<br>NR7 0HR                                                                                                                             |
| <b>Bankers</b>                 | National Westminster Bank plc<br>45 London Street<br>Norwich<br>NR2 1HX                                                                                                                                                                              |
| <b>Solicitors</b>              | Mills and Reeve<br>1 St James Court<br>Whitefriars<br>NR3 1RU                                                                                                                                                                                        |

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**Objectives and activities**

National Centre for Writing's objects are to promote, encourage and develop creative writing as an artistic and cultural tool and to educate the general public in the appreciation of the written word in all its forms. It was initiated as a partnership between Arts Council England East, The City of Norwich, The County of Norfolk and the University of East Anglia. Although National Centre for Writing is a regional organisation and as such has a clear regional focus, it is expected to develop both national and international programmes.

National Centre for Writing's vision is to be a centre for national and international literary exchange in a world class UNESCO City of Literature. It is our mission to establish the National Centre for Writing at Dragon Hall as a creatively distinctive, nationally networked and financially resilient centre of excellence that delivers benefits to writers, literary translators, the literature sector and our physical and digital communities from an outstanding Grade 1 Listed campus in the heart of Norwich, England's first UNESCO City of Literature.

**Public benefit**

The trustees confirm that they have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities National Centre for Writing should undertake. The National Centre for Writing runs a varied programme of activities that covers artistic development for writers, educational work using creative writing to explore issues around freedom of expression, identity and aspiration, and local, regional, national and international work that explores the social and artistic power of creative writing and literature. Many of the programmes are free and we work hard to ensure that all our programmes are diverse, accessible and affordable (where payment is necessary).

We measure our success through five headline strategic aims:

Aim 1: To create opportunities for writers and literary translators and support a diverse and vibrant literary ecology.

Aim 2: To increase the range and depth of opportunities to participate in and benefit from creative writing, reading and literary translation.

Aim 3: To improve the cultural, social and economic ecology of Norwich, UNESCO City of Literature and the New Anglia Local Enterprise Partnership region helping create a more attractive place to live, work and visit.

Aim 4: To improve the viability and long-term sustainability of the organisation.

Aim 5: To be an effective, inclusive, viable and accountable organisation.

These aims are detailed in our business plan and we report against headline targets for each aim over the course of our current business plan (2018-22). Our targets cover:

- Increasing the number and diversity of writers/literary translators we support.
- Increasing the amount of work we commission.
- Ensuring the quality of work we deliver is consistently high.
- Increasing and diversifying our audience(s) and the participants in our programmes.
- Reflecting the diversity of our country in our workforce, governance, programmes and activities.
- Increasing the visibility of Norwich as a centre of excellence and a UNESCO City of Literature.
- Ensuring our funding base is diverse and resilient.
- Reducing as far as possible our environmental impact.

In light of the challenges of COVID-19 and the changes it has imposed on our work, we are looking at refining these measures for the future.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2021**

**Achievements and performance**

2020-2021 has been an extraordinary year for all us, and yet, despite the challenges, globally and closer to home, we've had a hugely productive 12 months, and learned a lot about ourselves as an organisation and as a team.

While working from home and with the building closed to us and our audiences, staying connected and staying creative became our priority, and the guiding principle of our work and how we delivered it. We successfully rescoped most of our existing programmes to go online and increased opportunities for providing access to new activity such as writers resources, podcasts, etc. We delivered workshops and conversations and podcasts, produced and sent resources into the world for early career writers (our free resource packs for emerging writers as part of Early Career Awards were accessed 30,000 times in the period from March 2020-April 2021) and schools and young people, and much more: we know literature's power to console and comfort, challenge and enliven, to bring hope, making our work more essential in the last year than ever.

In May, Derek Owusu won the 2020 Desmond Elliott Prize for his vivid and extraordinary work *That Reminds Me*. He received a cash prize of £10,000 and a year-round package of support. NCW administered the prize for the first time this year as part of the new Early Career Awards portfolio that included two new prizes for innovation in form and writers overcoming barriers to publication, supported by UEA Creative Writing and the Laura Kinsella Foundation respectively. Each winner also selected ten books for an institution important to their hearts.

Our festivals re-invented themselves online: 'City of Literature' programme in partnership with Norfolk & Norwich festival offered a week-long series of digital conversations, reflections, and connections to celebrate the importance of writing, reading and making art in difficult times. 'Noirwich' offered writing fans a lecture from Attica Locke, conversations with Oyinkan Braithwaite and Olivier Norek and more.

Owen Sheers selected ten inspiring writers 'inviting us to imagine other ways to be' as part of NCW's ongoing partnership with British Council to promote writers from the UK to new international audiences.

Our online learning programmes enjoyed increased demand during the lockdown period, with 100% attendance across many of our courses, and increased appetite for courses in crime, non-fiction and poetry. Our in-person workshops pivoted online and were able to reach participants across the UK and beyond.

We continued to encourage new work and new ways of working as part of our Ambition for Excellence programme: Khairani Barokka and Jay Bernard were our Associate Artists for 2020-21, and we also commissioned several new collaborative, experimental new pieces as part of 'Open Doors' programme.

Six working class writers graduated from the Escalator Talent Development Programme, and two writers were commissioned to work with communities in Great Yarmouth to co-create a story telling the tale of their high street, a multi-partnership endeavour funded by Historic England.

Eighteen young people from across Norfolk continued to meet throughout the year as the 2020 Lit From the Inside cohort, a vital connection for young people in the region to stay connected and share their love of reading, writing and books.

Our international work was logistically buffeted but undimmed – with imaginative re-engineering we welcomed writers from their living rooms to ours, from all over the world, including our fellow UNESCO cities of literature, to connect, create new work, and learn from each other digitally. We welcomed audience members from 40+ countries around the world to engage with our online events programmes, starring writers from 22 countries.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2021**

**Achievements and performance continued**

NCW devised and delivered two cohorts of the Collaboration Place Change (the cultural leadership professional development programme for Norfolk & Suffolk). The programme was rescheduled and rescoped to enable online delivery. During 2020/21 the 'Developing Leaders' programme commenced online with 20 participants. A new programme was added in direct response to the pandemic, for 15 regional senior cultural leaders providing a strategic need for collaboration and mutual support.

We worked in consultation with the EW Group on our Equality, Diversity and Inclusion practices to better understand how we can be more inclusive in every aspect of our artistic work, operations and the organisational management and governance.

**Financial review**

Total income amounted to £1,225,227 (2020: £1,605,586) and, after incurring expenditure of £1,293,791 (2020: £1,342,932), the funds decreased by £68,564 (2020: increased by £262,654). Unrestricted funds decreased by £17,865 (2020: increased by £1,576,650) and restricted funds decreased by £50,699 (2020: decreased by £1,313,996). At 31 March 2021 unrestricted funds totalled £1,840,480 (2020: £1,858,345) and restricted funds £559,059 (2020: £609,758).

**Reserves policy**

The trustees have established a policy whereby free reserves held by the charity should represent three months of total overheads, which amounts to approximately £150k. They consider that this level of reserves is required to cover the charity's full range of activities and obligations. The reserves policy is discussed at each board meeting.

Free reserves, represented by unrestricted funds less designated funds and fixed assets, amounted to £151,503 at 31 March 2021. Restricted fund balances excluding fixed assets amounted to £559,059. Designated funds amounted to £1,688,977 being the Strategic Reserve and the Fixed Asset Improvement Fund.

**Going concern**

The impact of COVID continued to provide a challenging backdrop to all of our activity in 20/21.

With the support of our partners, funders and stakeholders, we extended our plans for the revision and repurposing of all of our programmes to the end of our financial year 20/21. Specific support received included the award of a Business Continuity grant and rates relief through Norwich City Council and the recent award of Culture Recovery Funding from ACE England. We continued our working from home business model while retaining oversight and care of the building. We revised our budgets, delivery plans and financial commitments while taking advantage of the relevant support from HMG and partners and we formed strong and useful Board and Staff working groups to ensure we were able to carry on delivering against our aims and objectives.

Although we have had to make changes to our programme and our working practices, we have been immensely proud of all the work we have achieved during the year and are happy to report that we remain in a stable organisational and financial position.

We are currently in the process of revising our plans and models for the coming years and are confident that we will be able to survive and thrive into the next decade.

**Principal funding sources**

The principal funding sources for the charity are currently by way of grant income from Arts Council England East, University of East Anglia, Norwich City Council and Norfolk County Council.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**Plans for future periods**

We will work with renewed energy and commitment to ensure access and inclusivity is at the core of our thinking and actions. We will carry on the work to maintain Dragon Hall as a Covid-secure space for our returning audiences and communities, and continue to redouble our efforts to make digital spaces creative and welcoming for all those who can join us there. Dragon Hall has been a place of exchange, conversation, debate, argument and community gathering since 1430. We're absolutely committed to making sure it returns from this short hiatus as a place where those who live in, work in or visit Norwich – physically or virtually, writers, translators, readers and communities of all sorts – can find the inspiration, stories and encouragement they need to face an uncertain world.

We will continue to commission and share new work across our programmes – in festival vehicles, via our popular podcast, in our learning resources, in our campus at Dragon Hall.

We will celebrate our 10th anniversary as England's first UNESCO City of Literature and Norwich's rich history as a place of a thousand stories with a programme devised with and for our communities.

**Trustees**

Trustees who served during the year and up to the date of this report are set out on page 1.

**Structure, governance and management**

**Governing document**

National Centre for Writing is a charitable company limited by guarantee, incorporated on 27 September 2004 and registered as a charity on 4 August 2005. The company is governed by its Memorandum and Articles of Association as amended on 22 June 2005, 24 April 2006, 3 June 2008, 3 March 2009 and 7 June 2011. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

**Recruitment and appointment of trustees**

The charity aims to recruit trustees with a wide range of business and sector experience from which the charity will benefit. It is intended to increase the number of trustees to not more than 12 as suitable candidates become available. The quorum is set at six.

**Trustee induction and training**

New trustees are provided with copies of:

- The Memorandum and Articles of Association
- The latest accounts of the charity and are encouraged to read Charity Commission guidance notes CC3 - "The Essential Trustee: What you need to know, what you need to do"

New trustees are invited to visit the offices of the National Centre for Writing to meet all staff and project workers and to learn more about the day to day running of the company. In addition trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**Risk management**

Our principle strategic risks relate to our five strategic aims as an organisation:

1. Art: Failure to maintain high quality standard of artistic programme and audience development as we come out of capital programme. We will mitigate this by ensuring strong vision, mission and aims. Ensuring success measures in place to monitor and evaluate to determine impact and success. Ensuring we have the capacity and skills to programme and deliver.
2. Learning: Failure to develop a strong learning and participation programme and engage with the communities of interest and place identified in our strategies. We will mitigate this by ensuring strong vision, mission and aims. Ensuring success measures in place to monitor and evaluate to determine impact and success. Ensuring we have the capacity and skills to programme and deliver.
3. Place: Failure to embed our aims, activities and partnerships within key local, regional and national strategies. We will mitigate this working with key partners in our City, LEP Region, Arts Council and sector nationally and internationally to maintain the presence of NCW and Norwich.
4. Sustainability and Viability: Dependency on key stakeholder income. Loss of or reduction in key stakeholder income. Failure to secure sufficient contributed project funding due to increased competition for trusts and foundation funding and the unknown risks surrounding EU funds. Not securing commercial income levels due to insufficient commercial hires. We will mitigate this by maintaining close links with stakeholders to ensure that activity meets their agenda. Ensure fundraising plan (contributed and earned) is up to date and reviewed regularly. Increasing generation of unrestricted funding from other sources – including increased levels of income from commercial activities, revenue fundraising and the Creative Writing Online programme and Writers Services programme.
5. Operational: Inadequate operational, management, governance and reporting mechanisms. We will mitigate this by regularly reviewing and improving our operational capacity using training, development, and sound line management; testing our finance and audit compliance and health by changing auditors; revising Board subgroup working; maintaining reporting mechanisms for key stakeholders as well as statutory requirements.

The trustees confirm that the major risks to which the charity is exposed have been identified, reviewed and assessed in order for systems to be established to mitigate those risks.

**Pay policy for key management personnel**

The Board of Directors, who are the Charity's Trustees and the senior management team comprise the key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day-to-day basis. One director received remuneration in the year as his role as CEO. All other directors give their time freely. Details of director's expenses and related party transactions are disclosed in note 12 to the accounts. The pay of senior staff is reviewed annually and normally increased in accordance with any increase in the cost of living.

**Organisational structure**

At present the Board consists of 10 trustees who meet four times a year. The Chief Executive, Christopher Gribble, is appointed by the trustees. He is responsible for strategic planning and refers his ideas to the Board for endorsement and authorisation. The Board has three formal subgroups:

1. Finance Audit & Resources: Andrew Yuill (Chair), James Slinger, Chris Gribble
2. Programme and Mission: Nina Nannar, Isobel Dixon, Alan Waters, Chris Gribble
3. Vision 22–26: Pam Henderson (Chair), Helen Wilson, Sarah Barrow, Caroline McCormick, Chris Gribble

The FA&R sub group meets four times per year and the other two twice a year. All sub-groups report back to the Board. There were 10 full time members of staff over the financial year and 12 part time members of staff.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2021**

**Fundraising standards information**

The trustees support raising funds from the public in relation to support of our diverse literary programme and maintenance of our heritage building. No professional fundraisers or third party commercial participators are used. The charity is registered with the Fundraising Regulator. There have been no complaints about fundraising activity this year.

The charity has signed up to the Fundraising Regulator's Code of Fundraising Practice. All fundraising guidance and working practices have been or are being updated so that they are compliant.

All direct marketing is undertaken by the charity to ensure it is not unreasonably intrusive or persistent and is only sent to recipients who have engaged with the charity. All marketing material or information sent from the charity contains clear instructions on how a person can be removed from the mailing lists and is GDPR compliant.

**Trustees' responsibilities statement**

The trustees, who are also directors for the purposes of company law, are responsible for preparing the Trustees' 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

1. select suitable accounting policies and then apply them consistently;
2. observe the methods and principles in the Charities SORP 2019 FRS 102;
3. make judgments and accounting estimates that are reasonable and prudent;
4. state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
5. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

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

**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE**  
**TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**Auditor**

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

**Small company provisions**

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

The trustees' annual report was approved on 16 September and signed on behalf of the board of  
trustees by: 2021



**Ms P Henderson (Chair)**

Trustee

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL CENTRE FOR WRITING**

### **Opinion**

We have audited the financial statements of National Centre for Writing (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL CENTRE FOR WRITING (CONTINUED)**

### **Other information**

The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report or from the requirement to prepare a strategic report.

### **Responsibilities of Trustees**

As explained more fully in the Trustees' responsibilities statement on page 7, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
NATIONAL CENTRE FOR WRITING (CONTINUED)**

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations. This included those regulations directly related to the financial statements. In relation to the charitable company this included GDPR, health and safety, employment law and financial reporting. We communicated the identified laws and regulations with the audit team and remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- Enquiry of management around actual and potential litigation and claims, and any known instances of non-compliance.
- Reviewing minutes of Trustee and Finance, Audit & Risk Committee meetings;
- Reviewing legal costs for evidence of any undisclosed litigation or claims;
- Reviewing correspondence with Charity Commission, where relevant;
- Testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
NATIONAL CENTRE FOR WRITING (CONTINUED)**

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Helena Wilkinson BSc FCA DChA**

**Senior Statutory Auditor**

**For and on behalf of Price Bailey LLP**

**Chartered Accountants and Statutory Auditors**

Anglia House, 6 Central Avenue

St Andrews Business Park

Thorpe St Andrew

Norwich, Norfolk

NR7 0HR

Date: 20 December 2021

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2021**

|                                                                | Notes | Unrestricted<br>Funds 2021<br>£ | Restricted<br>Funds 2021<br>£ | Total Funds<br>2021<br>£ | Total Funds<br>2020<br>£ |
|----------------------------------------------------------------|-------|---------------------------------|-------------------------------|--------------------------|--------------------------|
| <b>INCOME</b>                                                  |       |                                 |                               |                          |                          |
| Donations and legacies                                         | 2     | 6,120                           | 52,035                        | 58,155                   | 159,626                  |
| Charitable activities                                          | 3     | 815,294                         | 306,353                       | 1,121,647                | 1,381,019                |
| Other trading activities                                       | 4     | 2,977                           | -                             | 2,977                    | 57,970                   |
| Investment income                                              | 5     | 4,224                           | -                             | 4,224                    | 6,971                    |
| Other income (Coronavirus Job Retention Scheme)                |       | 38,224                          | -                             | 38,224                   | -                        |
| <b>TOTAL INCOME</b>                                            |       | <u>866,839</u>                  | <u>358,388</u>                | <u>1,225,227</u>         | <u>1,605,586</u>         |
| <b>EXPENDITURE</b>                                             |       |                                 |                               |                          |                          |
| Costs of raising funds                                         | 6     | (24,544)                        | -                             | (24,544)                 | (60,678)                 |
| Charitable activities                                          | 7     | (902,714)                       | (366,533)                     | (1,269,247)              | (1,282,254)              |
| <b>TOTAL EXPENDITURE</b>                                       |       | <u>(927,258)</u>                | <u>(366,533)</u>              | <u>(1,293,791)</u>       | <u>(1,342,932)</u>       |
| <b>NET (EXPENDITURE) / INCOME<br/>BEFORE TRANSFER OF FUNDS</b> |       | (60,419)                        | (8,145)                       | (68,564)                 | 262,654                  |
| Transfers between funds                                        | 18    | 42,554                          | (42,554)                      | -                        | -                        |
| <b>NET MOVEMENT IN FUNDS</b>                                   |       | <u>(17,865)</u>                 | <u>(50,699)</u>               | <u>(68,564)</u>          | <u>262,654</u>           |
| <b>RECONCILIATION OF FUNDS</b>                                 |       |                                 |                               |                          |                          |
| Total funds at 1 April 2020                                    |       | 1,858,345                       | 609,758                       | 2,468,103                | 2,205,449                |
| <b>TOTAL FUNDS 31 March 2021</b>                               |       | <u>1,840,480</u>                | <u>559,059</u>                | <u>2,399,539</u>         | <u>2,468,103</u>         |

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

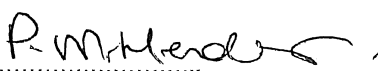
The notes on pages 16 to 36 form part of these financial statements.

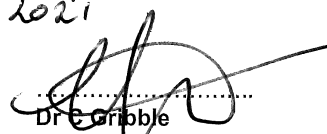
**NATIONAL CENTRE FOR WRITING**  
**COMPANY LIMITED BY GUARANTEE (company registration number 05242876)**  
**BALANCE SHEET**  
**AT 31 MARCH 2021**

|                                                | Notes | £                | 2021<br>£        | £                | 2020<br>£        |
|------------------------------------------------|-------|------------------|------------------|------------------|------------------|
| <b>FIXED ASSETS</b>                            |       |                  |                  |                  |                  |
| Intangible assets                              | 14    |                  | -                |                  | 649              |
| Tangible fixed assets                          | 15    |                  | <u>1,595,779</u> |                  | <u>1,598,546</u> |
|                                                |       |                  | 1,595,779        |                  | 1,599,195        |
| <b>CURRENT ASSETS</b>                          |       |                  |                  |                  |                  |
| Debtors                                        | 16    | 36,881           |                  | 114,205          |                  |
| Cash at bank and in hand                       |       | <u>961,378</u>   |                  | <u>917,826</u>   |                  |
|                                                |       | 998,259          |                  | 1,032,031        |                  |
| Creditors: Amounts falling due within one year | 17    | <u>(194,499)</u> |                  | <u>(163,123)</u> |                  |
| <b>NET CURRENT ASSETS</b>                      |       |                  | <u>803,760</u>   |                  | <u>868,908</u>   |
| <b>NET ASSETS</b>                              |       |                  | <u>2,399,539</u> |                  | <u>2,468,103</u> |
| <b>FUNDS OF THE CHARITY</b>                    |       |                  |                  |                  |                  |
| Restricted funds                               | 18    |                  | 559,059          |                  | 609,758          |
| Unrestricted funds                             | 18    |                  | 1,840,480        |                  | 1,858,345        |
| <b>TOTAL CHARITY FUNDS</b>                     | 18    |                  | <u>2,399,539</u> |                  | <u>2,468,103</u> |

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

The financial statements were approved by the Trustees on 16 September 2021 and are signed on their behalf by:

  
 .....  
**Ms P Henderson**  
 (Chair of Trustees)

  
 .....  
**Dr E Gribble**  
 Trustee

The notes on pages 16 to 36 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF CASHFLOWS  
AT 31 MARCH 2021**

|                                                       | 2021<br>£             | 2020<br>£             |
|-------------------------------------------------------|-----------------------|-----------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>           |                       |                       |
| Net (expenditure) / income                            | (68,564)              | 262,654               |
| <u>Adjustments for:</u>                               |                       |                       |
| Depreciation of tangible fixed assets                 | 56,302                | 52,616                |
| Amortisation of intangible assets                     | 649                   | 4,213                 |
| Other interest receivable and similar income          | (4,224)               | (6,971)               |
| Decrease / (increase) in debtors                      | 77,323                | 32,096                |
| Increase / (decrease) in creditors                    | 31,376                | (77,651)              |
| Net cash from operating activities                    | <u>92,862</u>         | <u>266,957</u>        |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>           |                       |                       |
| Interest received                                     | 4,224                 | 6,971                 |
| Purchase of tangible assets                           | (53,534)              | (75,738)              |
| Net cash spent on investing activities                | <u>(49,310)</u>       | <u>(68,767)</u>       |
| <b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>      | 43,552                | 198,190               |
| <b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b> | <u>917,826</u>        | <u>719,636</u>        |
| <b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>       | <u><u>961,378</u></u> | <u><u>917,826</u></u> |

The net debt note is included in note 20

The notes on pages 16 to 36 form part of these financial statements.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**1 ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**(a) General information**

The charity is a private company limited by guarantee, incorporated in England and Wales under the Companies Act 2006. It is also a registered charity in England and Wales. The registered office address is Dragon Hall, 115-123 King Street, Norwich, NR1 1QE.

The Charity is a company limited by guarantee and does not have share capital. The members of the Charity total 12 (2020: 12) and have guaranteed that in the event of the Charity being wound up during their membership or one year thereafter, each would contribute to the assets of the Charity a sum not exceeding £1 (2020: £1).

**(b) Basis of preparation**

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) (effective 1 January 2019) - (Charities SORP (FRS 102) effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are prepared in pounds sterling, which is the functional currency of the entity, and rounded to the nearest £1. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

**(c) Going Concern**

The extended lockdowns throughout 20/21; the curtailing of public events and programmes; and the cessation of commercial hires at Dragon Hall, combined with a change to working from home has had a major impact on the organisation. National Centre for Writing has modified its ways of working as a result, and revised its programmes of activities. Core funding has continued during the lockdowns and with additional government and local authority support, revised budgets and forecasts show that the charity has sufficient income, reserves and cash at bank to be able to continue in operation for a period of at least 12 months from the date of approving these financial statements. Therefore the financial statements have been prepared on a going concern basis.

**(d) Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the purposes of the charity. Designated funds are unrestricted funds earmarked by the trustees for specific purposes. Restricted funds are subjected to restrictions on their expenditure imposed by the donor. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**1 ACCOUNTING POLICIES (continued)**

**(e) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities. The following specific policies are applied to particular categories of income:

- Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the period. Any amounts of Gift Aid not received by the period end are accounted for in income and accrued income in debtors.
- Donated services and facilities are included at the value to the charity, being the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market.
- Where legacies have been notified to the charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material.
- Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank
- Income from charitable trading activity is accounted for when earned.
- Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

**(f) Judgements and key sources of estimation uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

There are no key assumptions concerning the future, nor key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**1 ACCOUNTING POLICIES (continued)**

**(g) Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure includes VAT as the Charity is not VAT registered and therefore this cannot be recovered. VAT is reported as part of the expenditure to which it relates. All expenditure is accounted for on an accruals basis under the following headings:

- Costs of raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes. Fundraising costs do not include the costs of disseminating information in support of the charitable activities.
- 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 comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

**(h) Intangible assets**

Amortisation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:

|                                      |                  |
|--------------------------------------|------------------|
| Website development/bespoke software | 3 years/ 4 years |
|--------------------------------------|------------------|

If there is an indication that there has been a significant change in amortisation rate, useful life or residual value of an intangible asset, the amortisation is revised prospectively to reflect the new

**(i) Tangible assets**

Tangible fixed assets are stated at cost less depreciation. All assets costing more than £500 are capitalised. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

|                                       |                                 |
|---------------------------------------|---------------------------------|
| Assets under construction             | Not depreciated until completed |
| Long term leasehold buildings         | Over 50 years                   |
| Office equipment, fixtures & fittings | 25% straight line               |

**(j) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

**(k) Cash at bank and in hand**

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

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**1 ACCOUNTING POLICIES (continued)**

**(l) Pension scheme**

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

**(m) Creditors**

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

**(n) Operating lease agreements**

Operating leases are recognised over the period of which the lease falls due. Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

**(o) Taxation**

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**(p) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of fixed assets which are measured at cost less depreciation. Included in financial assets are trade debtors, accrued income and the bank balance. Prepayments are not considered to be financial assets. Included in financial liabilities are trade creditors, accruals, deferred income and other creditors.

**(q) Staff termination costs**

Redundancy and termination costs are recognised as an expense in the Statements of Financial Activities and a liability on the Balance Sheet immediately at the point the charity is demonstrably committed to either:

- Terminate the employment of an employee or group of employees before normal retirement date;
- or
- Provide termination benefits as a result of an offer made in order to encourage voluntary redundancy.

The charity is considered to be demonstrably committed only when it has a detailed formal plan for the termination and is without realistic possibility of withdrawal from the plan.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

| <b>2</b> | <b>DONATIONS AND LEGACIES</b>            | <b>Unrestricted<br/>Funds</b>                | <b>Restricted<br/>Funds</b>                | <b>Total</b>                |
|----------|------------------------------------------|----------------------------------------------|--------------------------------------------|-----------------------------|
|          |                                          | <b>2021<br/>£</b>                            | <b>2021<br/>£</b>                          | <b>2021<br/>£</b>           |
|          | Donations and grants                     | <u>6,120</u>                                 | <u>52,035</u>                              | <u>58,155</u>               |
|          |                                          | <b>2020<br/>£</b>                            | <b>2020<br/>£</b>                          | <b>2020<br/>£</b>           |
|          | Donations and grants                     | <u>3,533</u>                                 | <u>156,093</u>                             | <u>159,626</u>              |
| <b>3</b> | <b>INCOME FROM CHARITABLE ACTIVITIES</b> | <b>Unrestricted<br/>Funds<br/>2021<br/>£</b> | <b>Restricted<br/>Funds<br/>2021<br/>£</b> | <b>Total<br/>2021<br/>£</b> |
|          | Box office receipts                      | -                                            | 4,028                                      | 4,028                       |
|          | Course / workshop fees                   | 30,107                                       | 7,250                                      | 37,357                      |
|          | Producer fees and partner contributions  | 34,668                                       | 63,284                                     | 97,952                      |
|          | Creative Writing Online                  | 154,701                                      | -                                          | 154,701                     |
|          | Norwich City Council                     | 62,800                                       | -                                          | 62,800                      |
|          | Norfolk County Council                   | 7,442                                        | -                                          | 7,442                       |
|          | Suffolk Countil Council                  | -                                            | 5,000                                      | 5,000                       |
|          | British Council                          | -                                            | 50,000                                     | 50,000                      |
|          | University of East Anglia                | 50,000                                       | 6,000                                      | 56,000                      |
|          | Arts Council England East                | 475,576                                      | 160,376                                    | 635,952                     |
|          | New Anglia LEP                           | -                                            | 10,415                                     | 10,415                      |
|          |                                          | <u>815,294</u>                               | <u>306,353</u>                             | <u>1,121,647</u>            |
|          |                                          | <b>2020<br/>£</b>                            | <b>2020<br/>£</b>                          | <b>2020<br/>£</b>           |
|          | Box office receipts                      | 1,598                                        | 12,376                                     | 13,974                      |
|          | Course / workshop fees                   | 31,336                                       | 2,900                                      | 34,236                      |
|          | Producer fees and partner contributions  | 48,620                                       | 139,677                                    | 188,297                     |
|          | Creative Writing Online                  | 134,571                                      | -                                          | 134,571                     |
|          | Norwich City Council                     | 37,800                                       | -                                          | 37,800                      |
|          | Norfolk County Council                   | 7,442                                        | -                                          | 7,442                       |
|          | University of East Anglia                | 50,000                                       | -                                          | 50,000                      |
|          | Arts Council England East                | 466,405                                      | 435,616                                    | 902,021                     |
|          | New Anglia LEP                           | -                                            | -                                          | -                           |
|          | Other income                             | 2,230                                        | 10,448                                     | 12,678                      |
|          |                                          | <u>780,002</u>                               | <u>601,017</u>                             | <u>1,381,019</u>            |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**3 INCOME FROM CHARITABLE ACTIVITIES (continued)**

|                                                                                 | <b>2021</b> | <b>2020</b> |
|---------------------------------------------------------------------------------|-------------|-------------|
| Government grants included in income from charitable activities are as follows: |             |             |
| Arts Council England                                                            | 635,952     | 902,021     |
| University of East Anglia                                                       | 50,000      | 50,000      |
| Norfolk County Council                                                          | 7,442       | 7,442       |
| Norwich City Council                                                            | 62,800      | 37,800      |
| Creative Scotland                                                               | -           | 11,250      |
| British Council                                                                 | 50,000      | 25,000      |

Apart from the Arts Council England funding, there are no unfulfilled conditions at year end relating to these grants (2020: none). Please see note 22 for the conditions around the Arts Council England. In addition, with regards the Norwich City Council, the charity has a peppercorn lease in place and more details are provided in note 21.

**4 OTHER TRADING ACTIVITIES**

|                                    | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total</b>  |
|------------------------------------|-------------------------------|-----------------------------|---------------|
|                                    | <b>2021</b>                   | <b>2021</b>                 | <b>2021</b>   |
|                                    | <b>£</b>                      | <b>£</b>                    | <b>£</b>      |
| Membership and subscription income | 1,865                         | -                           | 1,865         |
| Book and merchandise Sales         | 513                           | -                           | 513           |
| Venue Hire and catering income     | 599                           | -                           | 599           |
| Total trading income               | <u>2,977</u>                  | <u>-</u>                    | <u>2,977</u>  |
|                                    | <b>2020</b>                   | <b>2020</b>                 | <b>2020</b>   |
|                                    | <b>£</b>                      | <b>£</b>                    | <b>£</b>      |
| Membership and subscription income | 1,656                         | -                           | 1,656         |
| Book and merchandise sales         | 1,086                         | 530                         | 1,616         |
| Venue Hire and catering income     | 54,698                        | -                           | 54,698        |
| Total trading income               | <u>57,440</u>                 | <u>530</u>                  | <u>57,970</u> |

**5 INVESTMENT INCOME**

|                        | <b>Unrestricted<br/>Funds</b> | <b>Total<br/>Funds</b> |
|------------------------|-------------------------------|------------------------|
|                        | <b>2021</b>                   | <b>2021</b>            |
|                        | <b>£</b>                      | <b>£</b>               |
| Bank interest received | <u>4,224</u>                  | <u>4,224</u>           |
|                        | <b>2020</b>                   | <b>2020</b>            |
|                        | <b>£</b>                      | <b>£</b>               |
| Bank interest received | <u>6,971</u>                  | <u>6,971</u>           |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**6 COSTS OF RAISING FUNDS**

|                                       | Unrestricted<br>Funds | Restricted<br>Funds | Total         |
|---------------------------------------|-----------------------|---------------------|---------------|
|                                       | 2021<br>£             | 2021<br>£           | 2021<br>£     |
| Salary and fundraising overhead costs | 24,166                | -                   | 24,166        |
| Cost of trading activity              | 378                   | -                   | 378           |
| Total costs of raising funds          | <u>24,544</u>         | <u>-</u>            | <u>24,544</u> |
|                                       | 2020<br>£             | 2020<br>£           | 2020<br>£     |
| Salary and fundraising overhead costs | 29,756                | -                   | 29,756        |
| Cost of trading activity              | 30,922                | -                   | 30,922        |
|                                       | <u>60,678</u>         | <u>-</u>            | <u>60,678</u> |

**7 EXPENDITURE ON CHARITABLE ACTIVITIES**

|                              | Unrestricted<br>Funds | Restricted<br>Funds | Total            |
|------------------------------|-----------------------|---------------------|------------------|
|                              | 2021<br>£             | 2021<br>£           | 2021<br>£        |
| Art                          | 196,692               | 230,854             | 427,545          |
| Learning                     | 165,667               | 118,183             | 283,850          |
| Place                        | 2,742                 | -                   | 2,742            |
| Sustainability and Viability | 36,298                | 17,496              | 53,794           |
| Operations                   | 501,316               | -                   | 501,316          |
|                              | <u>902,714</u>        | <u>366,533</u>      | <u>1,269,247</u> |
|                              | 2020<br>£             | 2020<br>£           | 2020<br>£        |
| Art                          | 255,974               | 264,602             | 520,576          |
| Learning                     | 154,228               | 88,479              | 242,707          |
| Place                        | 11,847                | 95,099              | 106,946          |
| Sustainability and Viability | 46,754                | -                   | 46,754           |
| Operations                   | 365,271               | -                   | 365,271          |
|                              | <u>834,074</u>        | <u>448,180</u>      | <u>1,282,254</u> |

**Total expenditure on Charitable Activities is split as follows:**

|                        | 2021<br>£        | 2020<br>£        |
|------------------------|------------------|------------------|
| Direct costs           | 640,687          | 652,144          |
| Support costs (note 8) | 628,560          | 630,110          |
|                        | <u>1,269,247</u> | <u>1,282,254</u> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**8 SUPPORT COSTS**

|                           | <b>2021</b>    | <b>2020</b>    |
|---------------------------|----------------|----------------|
|                           | <b>£</b>       | <b>£</b>       |
| Salaries & Freelance      | 466,008        | 444,660        |
| Admin & IT                | 59,468         | 61,925         |
| Finance                   | 1,233          | 1,709          |
| Comms and Marketing       | 9,662          | 15,774         |
| Programme and Production  | 40,708         | 18,335         |
| Governance costs (note 9) | 10,823         | 10,810         |
| Premises                  | 40,657         | 76,896         |
|                           | <u>628,560</u> | <u>630,109</u> |

**9 ANALYSIS OF GOVERNANCE COSTS**

|                                     | <b>2021</b>   | <b>2020</b>   |
|-------------------------------------|---------------|---------------|
|                                     | <b>£</b>      | <b>£</b>      |
| Auditors remuneration (see note 10) | 11,160        | 9,912         |
| Other governance costs              | (337)         | 898           |
|                                     | <u>10,823</u> | <u>10,810</u> |

**10 AUDITOR'S REMUNERATION**

|                                                        | <b>2021</b>   | <b>2020</b>  |
|--------------------------------------------------------|---------------|--------------|
|                                                        | <b>£</b>      | <b>£</b>     |
| Fees payable for the audit of the financial statements | 8,160         | 8,580        |
| Accountancy costs payable to the auditor               | 3,000         | 1,332        |
|                                                        | <u>11,160</u> | <u>9,912</u> |

**11 NET EXPENDITURE**

|                                            | <b>2021</b>   | <b>2020</b>   |
|--------------------------------------------|---------------|---------------|
|                                            | <b>£</b>      | <b>£</b>      |
| This is stated after charging/(crediting): |               |               |
| Amortisation of intangible assets          | 649           | 4,213         |
| Depreciation of tangible fixed assets      | 56,302        | 52,616        |
| Defined contribution pension contributions | <u>21,232</u> | <u>20,393</u> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**12 STAFF COSTS**

The total staff costs and employee benefits for the reporting period are analysed as follows:

|                                           | <b>2021</b>    | <b>2020</b>    |
|-------------------------------------------|----------------|----------------|
|                                           | <b>£</b>       | <b>£</b>       |
| Wages and salaries                        | 562,257        | 538,024        |
| Social Security costs                     | 44,291         | 45,803         |
| Employer contributions to pension plans   | 21,232         | 20,393         |
| Other staff & freelance costs             | 56,978         | 96,960         |
|                                           | <u>684,758</u> | <u>701,180</u> |
| Staff restructuring costs (Exit payments) | -              | 2,500          |
|                                           | <u>684,758</u> | <u>703,680</u> |

The charity operates a defined contribution pension scheme. Contributions totalling £nil (2020 - £nil) were payable to the fund at the balance sheet date.

**Key Management Personnel**

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. Key management personnel consists of the people listed on page 1 and the trustees. The total remuneration paid to key management personnel for services provided to the charity was £254,986 (2020: £243,754).

The average head count of employees during the year was 35 (2020: 33).

During the year, there was 1 employee whose total employee benefits (exc. pension costs) were between £60,000 and £70,000. (2020: 1 employee between £60,000 and £70,000).

**13 TRUSTEE REMUNERATION AND EXPENSES**

One trustee has been paid remuneration and received other benefits from employment with the charity: Dr Chris Gribble received remuneration of £67,421 and pension contributions of £2,697 (2020: £61,617 remuneration and £1,900 pension contributions), paid under his role as Chief Executive Officer of the charity. The CEO is paid under the authority of the Memorandum and Articles of association, as amended by Special Resolution in 2011.

Two trustees claimed expenses or had their expenses met by the charity in respect of travel and subsistence totalling £179 (2020: seven trustees £5,438).

NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

**14 INTANGIBLE ASSETS**

|                         | Website/Bespoke<br>Software<br>£ |
|-------------------------|----------------------------------|
| <b>Cost</b>             |                                  |
| At 1 April 2020         | 16,850                           |
| Additions               | -                                |
| <b>At 31 March 2021</b> | <u>16,850</u>                    |
| <b>Amortisation</b>     |                                  |
| At 1 April 2020         | 16,201                           |
| Charge for the year     | 649                              |
| <b>At 31 March 2021</b> | <u>16,850</u>                    |
| <b>Carrying amount</b>  |                                  |
| <b>At 31 March 2021</b> | <u>-</u>                         |
| At 31 March 2020        | <u>649</u>                       |

**15 TANGIBLE FIXED ASSETS**

|                         | Longterm<br>Leasehold<br>Land &<br>Buildings<br>£ | Fixtures &<br>fittings<br>£ | Office<br>equipment<br>£ | Total<br>£       |
|-------------------------|---------------------------------------------------|-----------------------------|--------------------------|------------------|
| <b>Cost</b>             |                                                   |                             |                          |                  |
| At 1 April 2020         | 1,560,595                                         | 39,913                      | 62,971                   | 1,663,479        |
| Additions               | 44,434                                            | -                           | 9,100                    | 53,534           |
| Transfer                | -                                                 | 3,382                       | (3,382)                  | -                |
| <b>At 31 March 2021</b> | <u>1,605,029</u>                                  | <u>43,295</u>               | <u>68,689</u>            | <u>1,717,013</u> |
| <b>Depreciation</b>     |                                                   |                             |                          |                  |
| At 1 April 2020         | 31,212                                            | 14,256                      | 19,464                   | 64,932           |
| Charge for the year     | 31,582                                            | 10,637                      | 14,083                   | 56,302           |
| Transfer                | -                                                 | 775                         | (775)                    | -                |
| <b>At 31 March 2021</b> | <u>62,794</u>                                     | <u>25,668</u>               | <u>32,772</u>            | <u>121,234</u>   |
| <b>Carrying amount</b>  |                                                   |                             |                          |                  |
| <b>At 31 March 2021</b> | <u>1,542,235</u>                                  | <u>17,627</u>               | <u>35,917</u>            | <u>1,595,779</u> |
| At 31 March 2020        | <u>1,529,383</u>                                  | <u>25,657</u>               | <u>43,507</u>            | <u>1,598,547</u> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**16 DEBTORS**

|                                | 2021<br>£     | 2020<br>£      |
|--------------------------------|---------------|----------------|
| Trade Debtors                  | 3,288         | 19,018         |
| Prepayments and accrued income | 31,960        | 94,356         |
| Other debtors                  | 1,633         | 831            |
|                                | <u>36,881</u> | <u>114,205</u> |

**17 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                 | 2021<br>£      | 2020<br>£      |
|---------------------------------|----------------|----------------|
| Trade creditors                 | 10,624         | 18,507         |
| Accruals and deferred income    | 163,729        | 125,589        |
| Social security and other taxes | 11,530         | 13,133         |
| Other creditors                 | 8,616          | 5,894          |
|                                 | <u>194,499</u> | <u>163,123</u> |

|                                 | 2021<br>£     | 2020<br>£     |
|---------------------------------|---------------|---------------|
| Deferred income brought forward | 30,327        | 38,672        |
| Released during the year        | (16,895)      | (38,672)      |
| Deferred during the year        | 37,485        | 30,327        |
| Deferred income carried forward | <u>50,917</u> | <u>30,327</u> |

Deferred income relates to income received for future events.

**18 FUNDS SUMMARY  
Year Ended 31 March 2021**

| Unrestricted funds                                   | At 1 April<br>2020<br>£ | Income<br>£    | Expenditure<br>£ | Transfers<br>£ | At 31 March<br>2021<br>£ |
|------------------------------------------------------|-------------------------|----------------|------------------|----------------|--------------------------|
| General Funds                                        | 152,906                 | 864,655        | (908,612)        | 42,554         | 151,503                  |
| Designated Fund - Strategic Reserve                  | 117,350                 | 2,184          | (10,000)         | -              | 109,534                  |
| Designated Dragon Hall fixed asset improvements fund | 1,588,089               | -              | (8,646)          | -              | 1,579,443                |
|                                                      | <u>1,858,345</u>        | <u>866,839</u> | <u>(927,258)</u> | <u>42,554</u>  | <u>1,840,480</u>         |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**18 FUNDS SUMMARY (continued)**

|                                     | At 1 April<br>2020      | Income                  | Expenditure               | Transfers       | At 31 March<br>2021     |
|-------------------------------------|-------------------------|-------------------------|---------------------------|-----------------|-------------------------|
| <b>Restricted</b>                   | <b>£</b>                | <b>£</b>                | <b>£</b>                  | <b>£</b>        | <b>£</b>                |
| A4E                                 | 180,717                 | 77,600                  | (99,327)                  | (1,324)         | 157,666                 |
| Art, Learning, Places Funds         | 298                     | 299                     | -                         |                 | 597                     |
| Bulgarian Residency                 | 533                     | -                       | (198)                     |                 | 335                     |
| Capital Project (including WREN)    | 49,679                  | -                       | (747)                     | (44,432)        | 4,500                   |
| Catalyst                            | 57,828                  | -                       | -                         |                 | 57,828                  |
| City of Literature for Young People | 1,716                   | -                       | (4,075)                   | 2,359           | -                       |
| Community Development               | 142                     | -                       | (150)                     | 8               | -                       |
| East Anglian Book Awards            | -                       | 1,000                   | (504)                     |                 | 496                     |
| Escalator                           | -                       | 8,779                   | -                         |                 | 8,779                   |
| Geoffrey Watling Trust              | -                       | 7,500                   | -                         |                 | 7,500                   |
| Heritage Waddilove Grant            | -                       | 4,500                   | -                         |                 | 4,500                   |
| Heritage Building Fund              | 12,391                  | -                       | -                         |                 | 12,391                  |
| Heritage Volunteer Fund             | 4,753                   | -                       | (79)                      |                 | 4,674                   |
| High Street Tales                   | -                       | 5,300                   | (3,800)                   | (1,500)         | -                       |
| Lit from the Inside (Anguish)       | 23,070                  | -                       | (5,677)                   |                 | 17,393                  |
| NCW Awards (Early Careers)          | 175,577                 | 26,689                  | (85,898)                  |                 | 116,368                 |
| Noirwich                            | 5,579                   | 5,056                   | (4,750)                   |                 | 5,885                   |
| Netherlands Residency               | -                       | -                       | (727)                     | 727             | -                       |
| Reckitt Arts Trust Residency        | 2,500                   | -                       | -                         |                 | 2,500                   |
| Saturday Writing Club               | 3,123                   | -                       | (3,866)                   | 743             | -                       |
| The Inn Crowd 2                     | 3,900                   | 16,732                  | (14,406)                  |                 | 6,226                   |
| Time to Write                       | -                       | 3,440                   | -                         |                 | 3,440                   |
| Transforming Leadership             | 39,240                  | 132,743                 | (102,691)                 |                 | 69,292                  |
| TP Mentoring 22/23                  | -                       | 3,750                   | (7)                       | 1,271           | 5,014                   |
| UNESCO                              | 381                     | -                       | -                         |                 | 381                     |
| Visible Communities                 | 47,208                  | 47,000                  | (21,212)                  |                 | 72,996                  |
| WCN Bursaries Fund                  | 717                     | -                       | -                         |                 | 717                     |
| Words and Ways                      | 406                     | -                       | -                         | (406)           | -                       |
| Yanai Initiative Collaboration      | -                       |                         |                           |                 |                         |
| 2020-2023                           |                         | 18,000                  | (18,419)                  |                 | (419)                   |
|                                     | <u>609,758</u>          | <u>358,388</u>          | <u>(366,533)</u>          | <u>(42,554)</u> | <u>559,059</u>          |
| <b>TOTAL FUNDS 2021</b>             | <u><b>2,468,103</b></u> | <u><b>1,225,227</b></u> | <u><b>(1,293,791)</b></u> | <u><b>-</b></u> | <u><b>2,399,539</b></u> |

NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

18 FUNDS SUMMARY (continued)

Year Ended 31 March 2020

| Unrestricted funds                                   | At 1 April<br>2019<br>£ | Income<br>£    | Expenditure<br>£ | Transfers<br>£   | At 31 March<br>2020<br>£ |
|------------------------------------------------------|-------------------------|----------------|------------------|------------------|--------------------------|
| General Funds                                        | 137,127                 | 847,946        | (816,531)        | (15,636)         | 152,906                  |
| Designated Fund - Strategic Reserve                  | 144,568                 | -              | (27,218)         | -                | 117,350                  |
| Designated Dragon Hall fixed asset improvements fund | -                       | -              | (51,003)         | 1,639,092        | 1,588,089                |
|                                                      | <u>281,695</u>          | <u>847,946</u> | <u>(894,752)</u> | <u>1,623,456</u> | <u>1,858,345</u>         |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**18 FUNDS SUMMARY (continued)  
Year Ended 31 March 2020**

|                                                 | At 1 April<br>2019      | Income                  | Expenditure               | Transfers          | At 31 March<br>2020     |
|-------------------------------------------------|-------------------------|-------------------------|---------------------------|--------------------|-------------------------|
| <b>Restricted</b>                               | <b>£</b>                | <b>£</b>                | <b>£</b>                  | <b>£</b>           | <b>£</b>                |
| A4E                                             | 121,915                 | 208,610                 | (146,063)                 | (3,745)            | 180,717                 |
| Art, Learning, Places Funds                     | -                       | 298                     | -                         | -                  | 298                     |
| Words and Ways                                  | 3,613                   | -                       | (3,207)                   | -                  | 406                     |
| Catalyst                                        | 58,950                  | -                       | (1,122)                   | -                  | 57,828                  |
| City of Literature for Young                    | -                       | 4,443                   | (10,599)                  | 7,872              | 1,716                   |
| Common People                                   | 614                     | 875                     | (2,091)                   | 602                | -                       |
| Community Development                           | -                       | 1,635                   | (1,493)                   | -                  | 142                     |
| Cultural Education Partnersh                    | 8,370                   | -                       | -                         | (8,370)            | -                       |
| Cultural Places 2                               | 3,473                   | 1,500                   | (4,973)                   | -                  | -                       |
| Dragon Hall Capital Project<br>(including WREN) | 1,676,599               | 39,470                  | (27,298)                  | (1,639,092)        | 49,679                  |
| East Anglian Book Awards                        | -                       | 1,000                   | (3,309)                   | 2,309              | -                       |
| Engage!                                         | (10,173)                | 14,860                  | (18,725)                  | 14,038             | -                       |
| Escalator                                       | (11,175)                | 12,936                  | (12,560)                  | 10,799             | -                       |
| Heritage Building Fund                          | 9,391                   | 3,000                   | -                         | -                  | 12,391                  |
| Heritage Volunteer Fund                         | 6,177                   | 1,893                   | (3,317)                   | -                  | 4,753                   |
| UEA/IES                                         | 2,000                   | 1,000                   | (3,000)                   | -                  | -                       |
| International Literature<br>Showcase            | (8,750)                 | 8,750                   | -                         | -                  | -                       |
| International Projects -<br>Literature Museums  | 1,635                   | -                       | (2,242)                   | 607                | -                       |
| Visible Communities                             | 28,000                  | 32,000                  | (12,792)                  | -                  | 47,208                  |
| Japan Now East                                  | -                       | 3,682                   | (6,584)                   | 2,902              | -                       |
| Lit from the Inside                             | -                       | 25,620                  | (2,550)                   | -                  | 23,070                  |
| Matthew Project                                 | 1,949                   | -                       | (2,447)                   | 498                | -                       |
| Never Ending Stories                            | 7,900                   | -                       | (7,900)                   | -                  | -                       |
| NCW Awards                                      | -                       | 229,108                 | (53,531)                  | -                  | 175,577                 |
| Norwich                                         | 10,817                  | 23,250                  | (28,488)                  | -                  | 5,579                   |
| Norfolk Wildlife Trust                          | (148)                   | 1,570                   | (1,422)                   | -                  | -                       |
| Estonian Residency                              | -                       | -                       | (1,053)                   | 1,053              | -                       |
| Icelandic Residency                             | -                       | 828                     | (999)                     | 171                | -                       |
| Bulgarian Residency                             | -                       | 1,100                   | (567)                     | -                  | 533                     |
| Reckitt Arts Trust Residency                    | -                       | 2,500                   | -                         | -                  | 2,500                   |
| General Residency                               | -                       | 3,979                   | (3,979)                   | -                  | -                       |
| Saturday Writing Club                           | -                       | 3,123                   | -                         | -                  | 3,123                   |
| Indonesian Residency                            | -                       | 4,700                   | (4,700)                   | -                  | -                       |
| Netherlands Residency                           | -                       | 2,303                   | (688)                     | (1,615)            | -                       |
| Passports Residency                             | -                       | -                       | (1,315)                   | 1,315              | -                       |
| LIT Korean Residency                            | -                       | 3,508                   | (2,516)                   | (992)              | -                       |
| ARKO Korean Residency                           | -                       | 7,500                   | (3,555)                   | (3,945)            | -                       |
| Singapore Residency                             | -                       | 12,303                  | (11,939)                  | (364)              | -                       |
| The Inn Crowd 2                                 | 4,000                   | 20,352                  | (20,452)                  | -                  | 3,900                   |
| Transforming Leadership                         | -                       | 79,944                  | (40,704)                  | -                  | 39,240                  |
| UNESCO                                          | 381                     | -                       | -                         | -                  | 381                     |
| WCN Bursaries Fund                              | 717                     | -                       | -                         | -                  | 717                     |
| Writing Places (India)                          | 7,499                   | -                       | -                         | (7,499)            | -                       |
|                                                 | <u>1,923,754</u>        | <u>757,640</u>          | <u>(448,180)</u>          | <u>(1,623,456)</u> | <u>609,758</u>          |
| <b>TOTAL FUNDS 2020</b>                         | <b><u>2,205,449</u></b> | <b><u>1,605,586</u></b> | <b><u>(1,342,932)</u></b> | <b><u>-</u></b>    | <b><u>2,468,103</u></b> |

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**18 FUNDS SUMMARY (continued)**

**Ambition for Excellence**

Ambition for Excellence is an Arts Council England strategic fund to support excellence in new work, export and place making. Our programme of new work, new partnerships and promotion of Norwich as a centre of excellence in literature will run for three years. A proportion of the residual balance on the International Literature Showcase fund was transferred to the A4E fund.

**Words and Ways**

Our team of creative tutors were transformed into expert adventurers charged with training up the next generation of young travellers. In the first workshop, students got the chance to flex their imaginative muscles and to receive their travel log books. In the second workshop, guided by their log books, they were challenged to turn their memories into poems, stories and words of wisdom.

**Catalyst**

An Arts Council England funded project to enable arts organisations to grow their capacity to raise new funds from individuals and philanthropists and thereby diversify their income streams. Writers' Centre Norwich has been granted £240,000 over a period of time in order to deliver the National Conversation, the Digital Hub and our fundraising development programme that will support our growth into the National Centre for Writing. A proportion of the residual balance on the International Literature Showcase fund was transferred to the Catalyst fund.

**City of Literature for Young People**

These funds are used for covering our core programmes for children and young people which run throughout the year: Time to Write, the Creative writing Roadshow, the Young Norfolk writing competition, Children's City of Literature.

**Common People**

In partnership with West Midlands Creative and New Writing North we are supporting two writers from a working class background in their development as part of the Kit de Waal edited anthology from Unbound.

**Cultural Education Partnerships**

This is a restricted fund from the NNF Bridge that supports the development of a Cultural Education Partnership under the banner of the UNESCO City of Literature for Young People programme. The transfer out of this fund, on completion of the programme, represents the residual funds allocated to an alternative Learning and Participation restricted programme (Engage).

**Cultural Places 2**

This is the second phase of the New Anglia LEP Culture Board-led programme to support cultural tourism development in Norfolk and Suffolk.

**Dragon Hall Capital Project (including WREN)**

The restricted fund for Dragon Hall comprises the retained funds for the capital programme. The costs cover fundraising, key overheads around management and delivery of the capital bid. It also includes a fund towards our capital programme from WREN and FCC Environment. The transfer to unrestricted funds represents the amount spent on the capital project which has been unrestricted once the spent was completed.

**East Anglia Book Awards**

The East Anglian Book Awards is the key regional book awards for Norfolk, Suffolk and Fenland. Developed by the EDP and Jarrold, WCN has been a core partner for six years and supports the development of the prize and its administration annually. The transfer into this fund during the year from unrestricted funds represents the charity's funding contribution.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**18 FUNDS SUMMARY (continued)**

**Engage!**

Engage! is partnership between National Centre for Writing, Pen Catala, Det Fria Ordet Hus and KBF, funded by Creative Europe. The project was designed to produce a manual of best practise for engaging young people in literature and the arts. The National Centre for Writing's activity was recruiting a group of young people to design and deliver a festival in a day, as part of the Norfolk and Norwich Festival.

**Escalator**

A continuation of our successful Escalator Programme supported now with funds from the Leverhulme and Michael Marks Trusts, we will carry on this programme of talent development through 2019-20. The transfer into this fund during the year from unrestricted funds represents the charity's funding contribution.

**Heritage Building Fund & Heritage Volunteer Fund**

This fund is a restricted fund donated to WCN by the Norfolk and Norwich Heritage Trust when it wound up operations in 2016. The funds are to be used only to support the needs and educational activities of the Dragon Hall Heritage Volunteers now managed by WCN.

**UEA/IES**

Collaborating with UEA and the Institute for English Studies to support a Norwich conference/gathering.

**International Literature Showcase**

A partnership with British Council, the International Literature Showcase (ILS) presents the best of contemporary British literature, and brings together a community of writers and literature professionals to share best practice, form partnerships and create new collaborative projects. The project combines online showcasing, discussion and community building with a physical gathering over a week in Norwich UNESCO City of Literature, and a Collaboration Fund to offer small-scale seed funding to support the develop of new projects arising from ILS. A proportion of the residual balance on this fund was transferred to the restricted funds A4E and Catalyst.

**International Projects - Literature Museums**

An exchange between the National Centre for Writing and the Kinokuniya Literature Museum, exploring the use of literary heritage in our programmes, with support from Litstock and the GB Sasakawa Foundation.

**Visible Communities**

Exploring how literary translation engages with literature and community development activities across England and supporting action learning for best practice.

**LEP Culture Conference**

Supporting the co-delivery of a conference on Sustainable Cultural Growth with New Anglia LEP Culture Board.

**Matthew Project**

A series of storytelling workshops for parents and carers of 0-5s who lack confidence with storytelling. We have researched, developed and designed a colorful storytelling pack which all participants will receive, and will be available online.

**Never Ending Stories**

A series of storytelling workshops for parents and carers of 0-5s who lack confidence with storytelling. We have researched, developed and designed a colorful storytelling pack which all participants will receive, and will be available online.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**18 FUNDS SUMMARY (continued)**

**NCW & Orseis Trust Associate Artist**

This restricted fund supports an emerging writer over the course of a year.

**Norwich**

The crime writing festival partnership with UEA attracts a range of restricted funds that are disbursed only to advance the festival aims and programmes.

**Norfolk Wildlife Trust**

In partnership with the Norfolk Wildlife trust, the Common Ground project aims to stimulate children's engagement with the natural/history of the commons through creative writing delivered through school and site-based workshops and led by NCW tutors.

**Bulgarian Residency**

A short residency opportunity for a Bulgarian writer or translator, in partnership with the Elizabeth Kostova Foundation.

**General Residency**

Indirect overheads related to the restricted residencies programme.

**Indonesian Residency**

Residency opportunities for Indonesian writers, as part of the Indonesia Market Focus at London Book Fair in March 2019.

**Iranian Residency**

A short residency for an Iranian writer, in partnership with Visiting Arts.

**Korean Residency**

An annual residency opportunity for two Korean writers, in partnership with the Arts Council of Korea.

**The Inn Crowd**

Supports rural pubs throughout the South East and East of England to host spoken word inspired events. By providing high quality, professional entertainment to rural areas we support pub landlords to attract new customers, develop spoken word audiences and reinforce the pub as central to community life. Inn Crowd is an Arts Council funded partnership between Applause and Creative Arts East with artistic partners National Centre for Writing, New Writing South and Pub is the Hub.

**The Inn Crowd 2**

An extension of the live literature/rural touring programme, The Inn Crowd, taking newly commissioned work to areas of low arts provision across the south east, south west, midlands and west of England in partnership with Applause Rural Touring and Creative Arts East and supported by Arts Council England.

**UNESCO**

The Charity led a developmental bid for Norwich to become a UNESCO City of Literature. This bid was finalised in 2011-12. WCN secured Managed Funds and Grants for the Arts funding from ACE to develop the partnerships and programmes as part of the ongoing UNESCO City of Literature development process.

**WCN Bursaries Fund**

This is a restricted fund to supported access to WCN courses and programmes for writers and artists facing financial difficulties.

**Writing Places (India)**

This project is a partnership between WCN, UEA India and BCLT that was supported by a grant applied for by WCN from the ACE/British Council Re-Imagine India fund. The transfer out of this fund during the year to unrestricted funds represents the residual post project overhead recovery.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**18 FUNDS SUMMARY (continued)**

**Art, Learning, Place Funds**

We have three donation boxes whereby members of the Public are able to give small donations towards our core aims.

**NCW Awards / Early Career Awards**

A new form of literary prize, combining the power of awards with the unique, year-round educational programme of the National Centre for Writing. With this suite of prizes, comprised of three distinct awards (the Desmond Elliott Prize, the Laura Kinsella Fellowship and the UEA New Forms Award), and thanks to support from Arts Council England, NCW has created an early career digital programme, providing free resources, professional development and industry advice for new writers. Tailored early career support for the award winning writers will include residency opportunities, mentoring and industry support to help them build a sustainable career.

**Estonia Residency**

A residency exchange programme for writers with connections to Norwich and Tartu UNESCO Cities of Literature

**Icelandic Residency**

A short UNESCO City of Literature residency as part of the Norwich Crime Writing Festival, supported by the Icelandic Literature Centre.

**Japan Now East**

A short residency and a series of workshops and events focusing on Japanese literature and translation as part of the Japan Now festival, in partnership with UEA and funded by the GB Sasakawa Foundation.

**Lit from the Inside**

A three year programme for young people to increase aspirations, skills, knowledge and connections into the art sector. Each year a cohort of young people work together to gain experience in designing and programming literary events, insights into the industry by going on trips to literary festivals and working towards their Bronze Arts Award.

**Netherlands Residency**

Residencies for Dutch writers as part of the New Dutch Writing campaign, supported by the Dutch Foundation for Literature.

**Passaporta Residency**

A residency exchange programme for writers in the UK and Belgium.

**Reckitts Arts Trust Residency**

Funding for a series of one-week residencies for UK-based writers and translators (postponed to 2020-21).

**Saturday Writing Club**

A series of out of school creative writing and performance workshops for young people in Norwich and Norfolk from areas of high deprivation and low arts/culture provision.

**Transforming Leadership**

A 30 month leadership development programme. It is designed to develop 20 executive and 20 next generation leaders' skills and capacity in the cultural sector to effect creative, social and economic change in Norfolk and Suffolk through collaborative working, place sensitivity and innovative thinking. It will support identified needs for leadership, talent, diversity, inclusivity and innovation in the New Anglia region.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**18 FUNDS SUMMARY (continued)**

**Emerging Translators Programme for 21/22**

Supported by 11 partner organisations, we are delivering 11 six-month mentorships as well as short-term mentoring sessions for two runners-up for emerging translators working in a variety of often lesser-translated languages and/or coming from underrepresented backgrounds.

**Geoffrey Watling Trust**

The trust grant funds a programme of creative writing activity for parents, children and young people aged 2 - 18. Neverending stories: storytelling resources and workshops aimed at increasing confidence with words and making homes more storytelling and book friendly; the Laureate programme gives talented young people a 1 year long experience of writing opportunities and mentoring; Time to Write are NCW's open access creative writing workshops for 9-17 year olds.

**Escalator 21**

Escalator is our annual talent development scheme open to unpublished early career fiction writers (novel or short story) living in the Eastern Region. The region is made up of a diverse society of many voices and supporting writers who are under-represented on UK bookshelves has become a core objective of the project. It has been running for 16 years and has supported over 100 writers at the beginning of their careers, many of whom have gone on to sign with agents, publish and win awards and critical recognition for their writing. The programme consists of mentoring - a one-to-one exchange between writer and mentor, who interact regularly to review work, discuss challenges and set goals. The selected applicants will also take part in a residential retreat at NCW's Dragon Hall campus in Norwich and a final showcase event at which mentees have an opportunity to present their work and network with agents, editors and other publishing industry professionals. Escalator is funded by Amazon Literary Partnership, The Lady Hind Trust, and donors of the 'Escalator Needs Your Help' campaign.

**High Street Tales**

High Street Tales was an Historic England programme managed by New Writing North and delivered in partnership with the regional literature development agencies network (in which we represent the east of England). From hidden histories to local urban legends, eight contemporary writers across England worked with their local communities to explore the everyday magic of high streets. We recruited a pair of writers, Ellie McKinlay-Khojinian and Ligia Macedo, and supported them to work with the communities in Great Yarmouth to tell a story of their high street. The seven stories, or 'High Street Tales', were published as an ebook, and the writers also narrated their stories for a 'High Street Tales' podcast series.

**Yanai Initiative**

In partnership with the Yanai Initiative we are offering a Japanese mentorship as part of the Emerging Translators Mentoring Scheme and a Japanese workshop at the BCLT summer school, and we are supporting a new chapbook series of contemporary Japanese writing in English translation to be published by Strangers Press.

**Heritage Waddilove Grant**

A grant from the Sylvia Waddilove Foundation towards the "Restoring the South Door Surround (Ogee Arch) and the Great Arch" at Dragon Hall.

**Time to Write**

Creative writing and workshop sessions for young people from 11-17 years old during the school holidays. These take place in person at Dragon Hall.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**18 FUNDS SUMMARY (continued)**

**Designated funds**

**Strategic reserve**

Designated funds are for investment in innovative or exceptional artform projects, or for investment in projects that generate medium to long term income or achieve operating savings.

**Capital project**

The designated fund for capital project relates to the Dragon Hall capital funding and related costs.

**19 ANALYSIS OF NET ASSETS BETWEEN FUNDS**

|                       | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total<br/>Funds</b> |
|-----------------------|-------------------------------|-----------------------------|------------------------|
|                       | <b>2021<br/>£</b>             | <b>2021<br/>£</b>           | <b>2021<br/>£</b>      |
| Intangible assets     | -                             | -                           | -                      |
| Tangible fixed assets | 1,595,779                     |                             | 1,595,779              |
| Current assets        | 244,701                       | 559,059                     | 803,760                |
|                       | <u>1,840,480</u>              | <u>559,059</u>              | <u>2,399,539</u>       |
|                       | <b>2020<br/>£</b>             | <b>2020<br/>£</b>           | <b>2020<br/>£</b>      |
| Intangible assets     | 649                           | -                           | 649                    |
| Tangible fixed assets | 1,598,546                     | -                           | 1,598,546              |
| Current assets        | 259,150                       | 609,758                     | 868,908                |
|                       | <u>1,858,345</u>              | <u>609,758</u>              | <u>2,468,103</u>       |

**20 ANALYSIS OF NET DEBT**

|      | <b>At start<br/>of period</b> | <b>Cash<br/>flows</b> | <b>At end<br/>of period</b> |
|------|-------------------------------|-----------------------|-----------------------------|
|      | <b>2021<br/>£</b>             | <b>2021<br/>£</b>     | <b>2021<br/>£</b>           |
| Cash | <u>917,826</u>                | <u>43,552</u>         | <u>961,378</u>              |
|      | <b>2020<br/>£</b>             | <b>2020<br/>£</b>     | <b>2020<br/>£</b>           |
| Cash | <u>719,636</u>                | <u>198,190</u>        | <u>917,826</u>              |

**21 Operating lease commitments**

The charity has a lease with The City Council of Norwich for the Dragon Hall premises from which it operates. This is on a peppercorn charge of £1 per annum starting on 1 August 2015 and running until 22 October 2096. Further details surrounding the restrictions placed on the property are explained in note 22. In the year, income was received from the Council totalling £62,800 of unrestricted funding (2020: £37,800) £37,800 of which to support the provision of a range of performing and media arts to the community, and pioneer collaborative projects with writers and other partners. £25,000 related to covid-19 hospitality grants.

**NATIONAL CENTRE FOR WRITING  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**22 Contingent liability**

Included in the funds note 18 is £Nil (2020: £39,470) which relates to funding provided by Arts Council England (ACE) to carry out a capital build project and refurbishment works at Dragon Hall. The total received from ACE in respect of this project since its inception is £900,000 and £1,595,779 is the net book value of assets included in note 15, purchased partly with this funding. This balance is also included in a separate designated fund in note 18. The ACE funding requires that the terms of the deed of covenant between ACE and National Centre for Writing be adhered to for a period of 10 years from 23 Aug 2017. Any use of the building other than the agreed use (as per the lease between Norwich City Council and National Centre for Writing) must have prior written consent from ACE. If this condition is not adhered to there is potential for ACE to clawback funds provided for the capital works. In addition to this funding, National Centre for Writing also received £635,952 from ACE in the year to 31 March 2021 (2020: £862,551) in respect of Core funding £475,576 (2020: £466,405) and Strategic Projects £160,376 (2020: 396,146). Please see note 3 for details of all income received from ACE.

**23 Related parties**

The Trustee, Professor S Barrow, is the Pro Vice Chancellor of the University of East Anglia. Annual funding of £50,000 (2020: £50,000) was received during the year from the UEA, of which £nil was outstanding at year end (2020: £50,000). £6,000 (2020: £nil) was also received as part of the partnership contribution. £nil (2020: £23,986) was received from the UEA for venue/room hire and food/drink of which £nil was outstanding at the year end (2020: £nil).

A total payment of £33,924 (2020: £66,091) was paid to UEA as the partnership settlement for Creative Online courses for 2019/2020. A further amount of £33,892 (2020: £27,706) was accrued for 2020/21.

£3,877 (2020: £5,123) was paid as a partnership settlement for the 2019 Norwich Crime Writing Festival. £nil (2020: £3,877) was accrued for the 2020 Festival.

Of the £36,000 due to UEA (2020: £36,000) relating to the British Centre for Literary Translation (BCLT) funding agreement, £27,000 (2020: £27,000) has been paid with £9,000 outstanding at the year end (2020: £9,000).

The Trustee, Mr A Waters, is Council Leader for Norwich City Council. Annual funding of £62,800 (2020: £37,800) was received during the year from the NCC, of which £nil was outstanding at year end (2020: £37,800). Mr Water is also a Regional Board Member (South East) for Arts Council England. Income of £635,952 (2020: £902,021) was received from ACE during the year with £nil (2020: £nil) outstanding at the year end. £475,576 (2020: £466,405) of this income was for annual funding, £nil (2020: £39,470) for the Dragon Hall capital project and the remainder towards individual projects.

Caroline McCormick (Trustee) is a director of Achates Philanthropy Ltd. £19,134 (2020: £4,755) was paid for the provision of consultancy services. No amounts are outstanding at the year end (2020: £nil). These amounts were paid under the authority of the Memorandum and Articles of association, as amended by Special Resolution in 2011.

Donations totalling £189 (2020: £nil) were received from Taylor Vinters LLP, an LLP in which James Slinger (Trustee) is a Partner. £nil was outstanding at the year-end (2020: £nil).

Restricted income totalling £750 (2020: £nil) was received from Creative Arts East, where Alison McFarlane (KMP) is an Executive Director. £nil was outstanding at the year-end (2020: £nil)

No other related party transactions have occurred (2020: none).

**24 Capital commitments**

The charity had a capital commitment in place with R G Carter at the year end for works to complete at Dragon Hall totalling £nil (2020: £44.4k (including retention of £44k)). Professional fees of £nil (2020: £1.2k) were also committed to in relation to the capital project. Total capital commitments at 31 March 2021 totalled £nil (2020: £45.6k).