

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

	Page
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

Registered charity name	National Centre for Writing
Charity number	1110725
Company number	05242876
Date of registration	27 September 2004
Registered address	Dragon Hall 115 - 123 King Street Norwich NR1 1QE
Trustees	Ms P Henderson (Chair) Professor S Barrow Ms H Dawson (resigned 17/12/2020) Ms I Dixon Dr C Gribble Mr J Slinger Mr G Szirtes (resigned 17/12/2020) Mr A Waters Ms H Wilson Mr A J Yuill Ms C McCormick Ms N Nannar
Key Management	Dr C Gribble - CEO A McFarlane D Barrass A Kent P Hughes A Salmon
Company Secretary	Mr D Barrass
Auditor	Price Bailey LLP Anglia House, 6 Central Avenue St Andrews Business Park Thorpe St Andrew Norwich NR7 0HR
Bankers	National Westminster Bank plc 45 London Street Norwich NR2 1HX
Solicitors	Mills and Reeve 1 St James Court Whitefriars 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. 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.

A handwritten signature in dark ink, appearing to read 'H Wilkinson', is positioned above the printed name.

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 Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
INCOME					
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	-
TOTAL INCOME		<u>866,839</u>	<u>358,388</u>	<u>1,225,227</u>	<u>1,605,586</u>
EXPENDITURE					
Costs of raising funds	6	(24,544)	-	(24,544)	(60,678)
Charitable activities	7	(902,714)	(366,533)	(1,269,247)	(1,282,254)
TOTAL EXPENDITURE		<u>(927,258)</u>	<u>(366,533)</u>	<u>(1,293,791)</u>	<u>(1,342,932)</u>
NET (EXPENDITURE) / INCOME BEFORE TRANSFER OF FUNDS		(60,419)	(8,145)	(68,564)	262,654
Transfers between funds	18	42,554	(42,554)	-	-
NET MOVEMENT IN FUNDS		<u>(17,865)</u>	<u>(50,699)</u>	<u>(68,564)</u>	<u>262,654</u>
RECONCILIATION OF FUNDS					
Total funds at 1 April 2020		1,858,345	609,758	2,468,103	2,205,449
TOTAL FUNDS 31 March 2021		<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.

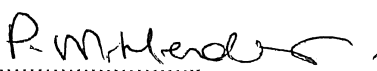
The notes on pages 16 to 36 form part of these financial statements.

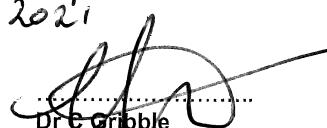
NATIONAL CENTRE FOR WRITING
COMPANY LIMITED BY GUARANTEE (company registration number 05242876)
BALANCE SHEET
AT 31 MARCH 2021

	Notes	£	2021 £	£	2020 £
FIXED ASSETS					
Intangible assets	14		-		649
Tangible fixed assets	15		1,595,779		1,598,546
			1,595,779		1,599,195
CURRENT ASSETS					
Debtors	16	36,881		114,205	
Cash at bank and in hand		961,378		917,826	
		998,259		1,032,031	
Creditors: Amounts falling due within one year	17	(194,499)		(163,123)	
NET CURRENT ASSETS			803,760		868,908
NET ASSETS			2,399,539		2,468,103
FUNDS OF THE CHARITY					
Restricted funds	18		559,059		609,758
Unrestricted funds	18		1,840,480		1,858,345
TOTAL CHARITY FUNDS	18		2,399,539		2,468,103

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 £	2020 £
CASH FLOWS FROM OPERATING ACTIVITIES		
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>
CASH FLOWS FROM INVESTING ACTIVITIES		
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>
NET INCREASE IN CASH AND CASH EQUIVALENTS	43,552	198,190
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	<u>917,826</u>	<u>719,636</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<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**

2	DONATIONS AND LEGACIES	Unrestricted Funds	Restricted Funds	Total
		2021 £	2021 £	2021 £
	Donations and grants	<u>6,120</u>	<u>52,035</u>	<u>58,155</u>
		2020 £	2020 £	2020 £
	Donations and grants	<u>3,533</u>	<u>156,093</u>	<u>159,626</u>
3	INCOME FROM CHARITABLE ACTIVITIES	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £
	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 County 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>
		2020 £	2020 £	2020 £
	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)

	2021	2020
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

	Unrestricted Funds	Restricted Funds	Total
	2021	2021	2021
	£	£	£
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>
	2020	2020	2020
	£	£	£
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

	Unrestricted Funds	Total Funds
	2021	2021
	£	£
Bank interest received	<u>4,224</u>	<u>4,224</u>
	2020	2020
	£	£
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 Funds	Restricted Funds	Total
	2021 £	2021 £	2021 £
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 £	2020 £	2020 £
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 Funds	Restricted Funds	Total
	2021 £	2021 £	2021 £
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 £	2020 £	2020 £
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 £	2020 £
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

	2021	2020
	£	£
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

	2021	2020
	£	£
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

	2021	2020
	£	£
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

	2021	2020
	£	£
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:

	2021	2020
	£	£
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 Software £
Cost	
At 1 April 2020	16,850
Additions	-
At 31 March 2021	<u>16,850</u>
Amortisation	
At 1 April 2020	16,201
Charge for the year	649
At 31 March 2021	<u>16,850</u>
Carrying amount	
At 31 March 2021	<u>-</u>
At 31 March 2020	<u>649</u>

15 TANGIBLE FIXED ASSETS

	Longterm Leasehold Land & Buildings £	Fixtures & fittings £	Office equipment £	Total £
Cost				
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)	-
At 31 March 2021	<u>1,605,029</u>	<u>43,295</u>	<u>68,689</u>	<u>1,717,013</u>
Depreciation				
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)	-
At 31 March 2021	<u>62,794</u>	<u>25,668</u>	<u>32,772</u>	<u>121,234</u>
Carrying amount				
At 31 March 2021	<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 £	2020 £
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 £	2020 £
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 £	2020 £
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 2020 £	Income £	Expenditure £	Transfers £	At 31 March 2021 £
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 2020	Income	Expenditure	Transfers	At 31 March 2021
Restricted	£	£	£	£	£
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>
TOTAL FUNDS 2021	<u>2,468,103</u>	<u>1,225,227</u>	<u>(1,293,791)</u>	<u>-</u>	<u>2,399,539</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 2019 £	Income £	Expenditure £	Transfers £	At 31 March 2020 £
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 2019	Income	Expenditure	Transfers	At 31 March 2020
Restricted	£	£	£	£	£
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 (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 Showcase	(8,750)	8,750	-	-	-
International Projects - 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>
TOTAL FUNDS 2020	<u>2,205,449</u>	<u>1,605,586</u>	<u>(1,342,932)</u>	<u>-</u>	<u>2,468,103</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)

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

	Unrestricted Funds	Restricted Funds	Total Funds
	2021 £	2021 £	2021 £
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>
	2020 £	2020 £	2020 £
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

	At start of period	Cash flows	At end of period
	2021 £	2021 £	2021 £
Cash	<u>917,826</u>	<u>43,552</u>	<u>961,378</u>
	2020 £	2020 £	2020 £
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).