

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**

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**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

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	Mr A Waters (Chair) Ms P Henderson (Chair) - (resigned 9 December 2021) Professor S Barrow Ms I Dixon Dr C Gribble Mr J Slinger Ms H Wilson Mr A J Yuill Ms C McCormick Ms N Nannar Ms C M Little (appointed 9 December 2021) Mr J McGinnis (appointed 9 December 2021)
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 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
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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.

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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
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TRUSTEES' REPORT (INCORPORATING A DIRECTORS' REPORT)
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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
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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. 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 Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Total Funds 2021 £
INCOME					
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
TOTAL INCOME		899,203	607,213	1,506,415	1,225,227
EXPENDITURE					
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)
TOTAL EXPENDITURE		(882,672)	(813,625)	(1,696,296)	(1,293,791)
NET (EXPENDITURE) / INCOME BEFORE TRANSFER OF FUNDS		16,531	(206,412)	(189,881)	(68,564)
Transfers between funds	18	10,916	(10,916)	-	-
NET MOVEMENT IN FUNDS		27,447	(217,328)	(189,881)	(68,564)
RECONCILIATION OF FUNDS					
Total funds at 1 April 2021		1,840,480	559,059	2,399,539	2,468,103
TOTAL FUNDS 31 March 2022		1,867,927	341,731	2,209,658	2,399,539

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.

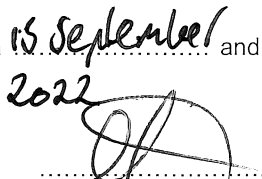
NATIONAL CENTRE FOR WRITING
COMPANY LIMITED BY GUARANTEE (company registration number 05242876)
BALANCE SHEET
AT 31 MARCH 2022

	Notes	£	2022 £	£	2021 £
FIXED ASSETS					
Intangible assets	14		-		-
Tangible fixed assets	15		<u>1,561,521</u>		<u>1,595,779</u>
			1,561,521		1,595,779
CURRENT ASSETS					
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>	
NET CURRENT ASSETS			<u>648,137</u>		<u>803,760</u>
NET ASSETS			<u><u>2,209,658</u></u>		<u><u>2,399,539</u></u>
FUNDS OF THE CHARITY					
Restricted funds	18		341,731		559,059
Unrestricted funds	18		1,867,927		1,840,480
TOTAL CHARITY FUNDS	18		<u><u>2,209,658</u></u>		<u><u>2,399,539</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 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**

	2022 £	2021 £
CASH FLOWS FROM OPERATING ACTIVITIES		
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>(129,802)</u>	<u>92,862</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Interest received	3,245	4,224
Purchase of tangible assets	(27,897)	(53,534)
Net cash spent on investing activities	<u>(24,652)</u>	<u>(49,310)</u>
NET INCREASE IN CASH AND CASH EQUIVALENTS	(154,454)	43,552
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	<u>961,378</u>	<u>917,826</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<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
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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**

2	DONATIONS AND LEGACIES	Unrestricted Funds	Restricted Funds	Total
		2022	2022	2022
		£	£	£
	Donations and grants	<u>30,021</u>	<u>46,354</u>	<u>76,375</u>
		2021	2021	2021
		£	£	£
	Donations and grants	<u>6,120</u>	<u>52,035</u>	<u>58,155</u>
3	INCOME FROM CHARITABLE ACTIVITIES	Unrestricted Funds	Restricted Funds	Total
		2022	2022	2022
		£	£	£
	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>
		2021	2021	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 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)

	2022	2021
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

	Unrestricted Funds	Restricted Funds	Total
	2022	2022	2022
	£	£	£
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>
	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>

5 INVESTMENT INCOME

	Unrestricted Funds	Total Funds
	2022	2022
	£	£
Bank interest received	<u>3,245</u>	<u>3,245</u>
	2021	2021
	£	£
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

	Unrestricted Funds	Restricted Funds	Total
	2022 £	2022 £	2022 £
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>
	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>

7 EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted Funds	Restricted Funds	Total
	2022 £	2022 £	2022 £
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>
	2021 £	2021 £	2021 £
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:

	2022 £	2021 £
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

	2022	2021
	£	£
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

	2022	2021
	£	£
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

	2022	2021
	£	£
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

	2022	2021
	£	£
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:

	2022	2021
	£	£
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

	Website/Bespoke Software £
Cost	
At 1 April 2021 and 31 March 2022	16,850
Amortisation	
At 1 April 2021 and 31 March 2022	16,850
Carrying amount At 31 March 2022	<u><u>-</u></u>
At 31 March 2021	<u><u>-</u></u>

15 TANGIBLE FIXED ASSETS

	Longterm Leasehold Land & Buildings £	Fixtures & fittings £	Office equipment £	Total £	Total £
Cost					
At 1 April 2021	1,605,029	43,295	68,689	-	1,717,013
Additions	-	13,024	1,737	13,136	27,897
At 31 March 2022	<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>
Depreciation					
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
At 31 March 2022	<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>
Carrying amount At 31 March 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>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

	2022	2021
	£	£
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

	2022	2021
	£	£
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>

	2022	2021
	£	£
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**

Unrestricted funds	At 1 April 2021	Income	Expenditure	Transfers	At 31 March 2022
	£	£	£	£	£
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 2021	Income	Expenditure	Transfers	At 31 March 2022
Restricted	£	£	£	£	£
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>
TOTAL FUNDS	<u>2,399,539</u>	<u>1,506,415</u>	<u>(1,696,297)</u>	<u>-</u>	<u>2,209,658</u>

**NATIONAL CENTRE FOR WRITING
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18 FUNDS SUMMARY (continued)

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>

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
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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
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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
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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
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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
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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
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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

	Unrestricted Funds	Restricted Funds	Total Funds
	2022 £	2022 £	2022 £
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>
	2021 £	2021 £	2021 £
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

	At start of period	Cash flows	At end of period
	2022 £	2022 £	2022 £
Cash	<u>961,378</u>	<u>(154,454)</u>	<u>806,924</u>
	2021 £	2021 £	2021 £
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
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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).