NORWICH ARTS CENTRE LIMITED

England & Wales · Charity number 274803

Details

Status	Registered
Legal form	Charitable company
Company number	01329092
Registered	1978-01-25
Register	View on the Charity Commission register

Contact

Address	Norwich Art Centre 51 St. Benedicts Street Norwich NR2 4PG
Phone	01603660352
Email	jayne@norwichartscentre.co.uk
Website	www.norwichartscentre.co.uk

Activities

Objects: TO PROMOTE, MAINTAIN, IMPROVE AND ADVANCE THE ARTS, ESPECIALLY THOSE ACTIVITIES WHICH SEEK TO MAKE THE ARTS RELEVANT TO THE COMMUNITY, WITH PARTICULAR REFERENCE TO THE COUNTY NORFOLK AND THE CITY OF NORWICH, AND THE PROVISION OF FACILITIES IN THE INTERESTS OF SOCIAL EDUCATION WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE OF THOSE PERSONS FOR WHOM SUCH FACILITIES ARE PRIMARILY INTENDED.

Activities: The principle activity of the company and it's subsidiary is the promotion, improvement and advancement of the arts, with particular relevance to the community in Norfolk and Norwich and the provision of facilties in the interests of education.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, The General Public/mankind

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Geography

- **Area of benefit:** NORFOLK AND NORWICH
- Norfolk

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,084,705	£1,075,629	£402,005	28
2024-03-31	£1,168,726	£1,151,139	£483,466	28
2023-03-31	£970,986	£1,018,686	£556,416	28
2022-03-31	£792,085	£786,735	£704,211	22
2021-03-31	£494,434	£428,865	-	-

Trustees

Name	Role	Appointed
STEPHEN ALLISON FORSTER	Chair	
Geoffrey Alan Neil Tucker		2013-10-03
Ilona Krawczyk		2025-05-14
Kira Robin Radley		2022-03-31
Sarah Elizabeth Barrow		2025-05-14
Steven Waters		2025-05-14

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NORWICH ARTS CENTRE LIMITED

England & Wales - Charity number 274803

Accounts

Registered number: 01329092
Charity number: 274803

NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

NORWICH ARTS CENTRE LIMITED
(A company limited by guarantee)

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NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2025

Trustees	R Drury (resigned 10 March 2025) L Farrant (resigned 10 March 2025) M Figura (resigned 31 October 2024) S Forster K Radley G Tucker M Uzor (resigned 15 May 2025) K J Went (resigned 31 October 2024) S Barrow (appointed 14 May 2025) I Krawczyk (appointed 14 May 2025) S Waters (appointed 14 May 2025)
Company registered number	01329092
Charity registered number	274803
Registered office	51 St Benedict's Street Norwich NR2 4PG
Independent auditors	Larking Gowen LLP Chartered Accountants 1st Floor, Prospect House Rouen Road Norwich NR1 1RE
Bankers	Barclays Bank plc Small business banking Leicester LE87 2BR

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report together with the audited financial statements of the company for 1 April 2024 to 31 March 2025. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The charitable objects are to promote, maintain, improve and advance the arts, especially those activities which seek to make the arts relevant to the community with particular reference to the county of Norfolk and the city of Norwich and the provision of facilities in the interest of social education with the object of improving the conditions of life of those persons for whom such facilities are primarily intended.

Norwich Arts Centre employs the Director, Pasco Q Kevlin, together with a number of full and part time staff involved in education, promotion, catering and administration.

The subsidiary, NAC Cafe Bar Limited, was dormant the year so made neither profit nor loss.

b. Report from the Chair for the year ended 31 March 2025

Another year of challenging trading conditions as both national and international events continue to cause costs of almost everything we use to escalate, affecting our outgoings, raising the amounts we pay for all services from utilities and power to artist fees.

The year has seen a very modest surplus of little over £9,000 but in a climate that is reportedly seeing small venues and more general hospitality outlets (pubs etc) around the country closing at an alarming rate this should be seen as a qualified success.

Wages are a major expense and we have increased both casual and full time staff renumeration as much as we can. The continued commitment of our workforce and low staff turnover shows the prudence of this. The goodwill of the senior management team should also be acknowledged here, accepting percentage increases below those of other staff.

The financial result has been achieved by strong economic discipline combined with bold and ambitious programming. While small venues are continuing to suffer under the prevailing economic climate it is gratifying and a great testimony to the management team and staff that we are in relatively strong health. Margins do of course continue to be tight and there is no room for complacency but this is very encouraging.

This year saw the loss of income from running the bars at The Halls as it closed for extensive refurbishment and building works.

In November we entered a tender bid to run The Halls on behalf of Norwich City Council which we successfully won. However a losing bidder raised an objection to the process and the council decided to rerun the tender. We submitted an extensively reworked bid (as competitors had been shown our initial one as part of the council process). Due to delays from the council as they endeavoured to ensure that all was correct in their process, the

Objectives and activities (continued)

winner wasn't announced until after the end of this financial year.

As I write this in November 2025 I can confirm that we again won the tender only for the same losing organisation to object to something in the council's procedure (it has yet to be disclosed what) which they appear to have accepted and have decided to terminate the process and revert to running the halls themselves. This has cost NAC considerable staff time and resources and did affect morale but ultimately has raised an enthused desire to make NAC the very best Arts Centre it can be, echoing the late Benjamin Zephaniah's claim that ***'This is one of the best arts centres in the country'***

NAC continues to be held in almost unprecedented regard by performers and audiences alike. Almost all first time and returning artists comment on the unique nature of the set up and facilities, the warm welcome they get and their sheer pleasure at being here.

We continued our strong, adventurous and varied artistic programme which is well received by patrons old and new and demonstrates that there is an appetite for events beyond the mainstream. Our music progamme is one of the most adventurous in the country while also maintaining a strong blend of better known, established and up and coming acts. New initiatives have further expanded the diversity of the shows on offer and continue to introduce new audiences.

A great success over many years now has been True Stories Live, a monthly community and literature event at which people tell true stories about their lives in front of a warm, supportive audience.

In the absence of The Halls successful events were staged at Epic and The Waterfront – which saw an especially well received and memorable sell-out show by Baxter Dury.

We continue to be the home of The Young Norwich Creative Awards, celebrating original work from young creatives aged 16–25 in Norwich. Winners in the various categories each receive a cash award.

The Synth East Festival was mounted in partnership with Electronic Sound magazine. This successfully combined talks, a trade fair and concerts and will return in 2026.

Other significant partnerships have been with Out There Arts & Freshly Grated, Norwich Science Festival, UEA, Thorpe St Andrews High School, Norwich City College, UEA and Norwich University of the Arts. We have supported and worked with community theatre group The Common Lot who celebrated their 10th anniversary this year and much loved independent bookstore The Book Hive who celebrated their 15th birthday.

NAC continues to be a popular venue for weddings, which raise significant extra funds.

I should like to thank our regular funders Arts Council England, Norwich City Council and Norfolk County Council.

I mentioned our commitment to realistic wages earlier and this is part of our commitment to our most valuable asset, our committed, enthusiastic, knowledgeable and loyal workforce. Under the leadership of Director Pasco Q Kevlin and his senior management team (Bradley Glasspole and Jayne Steward), the staffing structure has remained stable and able to grow and adapt to change (and expansion) smoothly and seamlessly.

I strongly believe that we have created a safe and welcoming environment for staff, audiences and performers. This has fostered a degree of commitment that continues to reap rewards for both the organisation and the employees.

I should also like to thank my fellow trustees for their continued commitment, support, foresight, wisdom and efforts throughout the year. Board personnel turnover is inevitable, indeed necessary for development, and I should like to thank those that stood down this year for their tireless work – Martin Figura, Katy Jon Went, Rachel

Objectives and activities (continued)

Drury and especially Lucy Farrant who has been especially supportive as Vice Chair over several years.

I also thank our patrons and welcome those we have attracted during the year. We are now proud to count TV writer Helen Serafinowicz (Motherland), writer, performer and podcaster Adam Buxton, multi award winning theatre company Sh!t Theatre (Louise Mothersole and Becca Biscuit), composer and pianist Roger Eno, cartoonist/artist David Shenton and Guardian natural history correspondent and author Patrick Barkham as patrons.

It continues to be a pleasure to greet both returning and new audiences who continue to be overwhelmingly enthusiastic, supportive and appreciative.

As we move forward, I feel that NAC continues in good shape to face the future and the challenges it will inevitably bring with an efficient monitoring process in place to alert the management and board to any potential issues.

Stephen A Forster, Chair

a. Fundraising activities and income generation

Norwich Arts Centre does not undertake conventional charitable fundraising activities, it does not have any third-party fundraisers acting on its behalf and has not received any complaints about its fundraising activity over the last year.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

The notes to the financial statements show the assets and liabilities attributable to the various funds by type.

At the 31 March 2025 total funds amounted to £402,005 (2024: £483,466). The charity has unrestricted reserves of £98,864 (2024: £89,788) and restricted reserves of £303,141 (2024: £393,678). The free reserves of the charity at 31 March 2024 (being the unrestricted current assets less unrestricted current liabilities) amount to £76,124 (2024: £62,551).

The trustees' ongoing policy is to maintain a sufficient level of reserves so as to enable the Arts Centre to meet its commitments as they fall due. Reserves should also enable the company to ride out fluctuations in results and unexpected events, and to take opportunities that may arise. In addition sufficient reserves need to be maintained to meet any potential redundancy payments that may be needed for employees should the Centre be forced to close. The free reserves target is £50k - £70k which is in line with the NPO forecast for the next two years. The trustees are comfortable with the year end level of free reserves, however, they consider that reserves need to rise in the medium term and they have set a target of £85k to be achieved by March 2028.

c. Financial review

Total income for the year ended 31 March 2025 was £1,084,705 compared to £1,179,226 for the previous year. Expenditure was £1,166,166 (2024: £1,252,176). This has decreased the total funds held by the charity to £402,005 at 31 March 2025, compared to £483,466 at 31 March 2024.

Structure, governance and management

a. Constitution

Norwich Arts Centre Limited is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 19 May 1977.

The company is constituted under a Memorandum of Association dated 19 May 1977 and is a registered charity number 274803.

b. Methods of recruitment and appointment of Trustees

The management of the company is the responsibility of the Trustees. Potential Trustees are expected to bring specific skills and/or experience to the company and a Board skills audit is conducted annually to identify gaps. Potential trustees are identified to fill those gaps after seeking recommendations from partners and others.

The members of the Company appoint the Council of Management. Each member services for three years after which they retire. Retiring members may stand for re-election.

c. Policies adopted for the induction and training of Trustees

The charity trustees will make available to each new charity trustee, on or before his or her first appointment:

(a) a copy of the current version of the Articles of Association;
(b) a copy of the latest Trustees' Annual Report and statement of accounts; and
(c) are made aware of the guidance available at Charity Commission including CC3 'The essential trustee'.

d. Pay policy for key management personnel

Salaries for all NAC employees are decided by a wages sub-committee consisting of the Chair, Treasurer and one other board member, advised by the Director, General Manager and Finance Manager. Factors considered by the sub committee include trading position and reserves, current inflation/cost of living and market forces in our industry.

Structure, governance and management (continued)

e. Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

Key risks are identified in our business plan as:

- Lower than forecast ticket income is managed with weekly/monthly and quarterly monitoring, increasing efficiency and adjusting staffing levels as appropriate.
- Grant income from Arts Council England and other regular funding bodies falling below expected levels, managed by ongoing research into other sources of funding, investigations into diversifying into new markets and close monitoring of income expectations. Currently ACE income is decided on a 3 year basis via their National Portfolio Organisation programme.
- Insufficient reserves at end of financial year, managed with quarterly accounts forecasts, monitoring actuals against budget forecast. Re-forcasting where necessary and adjusting expenditure as a result. Increasing efficiency and adjusting staffing levels as appropriate.
- Resignation/loss for other reason of Director/key personnel managed by ongoing strength of staff structure and ensuring that a deputising and succession plan is in place. Board is sufficiently ‘fleet of foot’ to act quickly on recruitment.
- National emergency managed by swift action by Senior Management Team and Board to react to changing circumstances and follow government advice. Maximising use of government assistance and adjusting trading plans as required by government and budgetary forecasts and business plan as appropriate.

Plans for future periods

Norwich Arts Centre continues to receive the National Portfolio Organisation investment from Arts Council England which is secured until at least March 2027 (and renewal expected for a further year to March 2028). Our experienced core team remains in place, the building is in excellent condition, relationships with artists and the creative community are strong, our audiences continue to trust us and we all have the passion to continue to do what we love.

Finance will continue to be the central focus for every small cultural organisation in the country, but we have experienced personnel and tested systems in place to allow us to move forward with a level of confidence.

We will continue in all areas of our artistic talent development to regularly support new work to be created, produced, toured, and enjoyed by audiences.

Our programme of events will continue to be amongst the most exciting in our region, always trying to ensure on a month by month there is something that is affordable for everyone in the community we serve.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the company 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 . 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 company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

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

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

The auditors, Larking Gowen LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

S Forster
Chair
Date: 2/12/25

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORWICH ARTS CENTRE LIMITED

Opinion

We have audited the financial statements of Norwich Arts Centre Limited (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, 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 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' 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 United Kingdom, including the Financial Reporting Council'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.

Other information

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

We have nothing to report in this regard.

Opinion 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 year for which the financial statements are prepared is consistent with the financial statements.
- 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 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 Trustees' report and from the requirement to prepare a Strategic report.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, 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.

Auditors' 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 Auditors' 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:

Due to the field in which the charitable company operates, we identified the following areas as those most likely to have a material impact on the financial statements: health and safety; employment law; GDPR, compliance with the UK Companies Act and Charity law.

Our approach to identifiying and assessing the risk of material misstatement in respect of irregularities including fraud and non-compliance with laws and regulations, included the following:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing legal and professional fees to confirm all matters where the Company engaged lawyers during the year;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

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

intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Larking Gowen LLP

Giles Kerkham FCA DChA (Senior statutory auditor)
for and on behalf of
Larking Gowen LLP
Chartered Accountants
Statutory Auditors
1st Floor, Prospect House
Rouen Road
Norwich
NR1 1RE

Date: 11 December 2025

NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Income from:					
Donations and legacies:	3				
Grants		**226,149**	**-**	**226,149**	*236,658*
Other donations and legacies		**18,209**	**-**	**18,209**	*24,742*
Charitable activities	4	**565,325**	**-**	**565,325**	*500,880*
Other trading activities	5	**274,073**	**-**	**274,073**	*416,889*
Investments	6	**949**	**-**	**949**	*57*
Total income		**1,084,705**	**-**	**1,084,705**	*1,179,226*
Expenditure on:					
Raising funds	7	**208,102**	**-**	**208,102**	*318,276*
Charitable activities		**867,527**	**90,537**	**958,064**	*933,900*
Total expenditure		**1,075,629**	**90,537**	**1,166,166**	*1,252,176*
Net movement in funds		**9,076**	**(90,537)**	**(81,461)**	*(72,950)*
Reconciliation of funds:					
Total funds brought forward		**89,788**	**393,678**	**483,466**	*556,416*
Net movement in funds		**9,076**	**(90,537)**	**(81,461)**	*(72,950)*
Total funds carried forward		**98,864**	**303,141**	**402,005**	*483,466*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 15 to 31 form part of these financial statements.

NORWICH ARTS CENTRE LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 01329092

BALANCE SHEET
AS AT 31 MARCH 2025

	Note		2025 £		*2024 £*
Fixed assets					
Tangible assets	12		**325,879**		*420,913*
Investments	13		**2**		*2*
			325,881		*420,915*
Current assets					
Stocks		**9,705**		*9,213*	
Debtors	14	**68,301**		*30,250*	
Cash at bank and in hand		**172,535**		*209,556*	
		250,541		*249,019*	
Current liabilities					
Creditors: amounts falling due within one year	15	**(174,417)**		*(186,468)*	
Net current assets			**76,124**		*62,551*
Total assets less current liabilities			**402,005**		*483,466*
Total net assets			**402,005**		*483,466*
Charity funds					
Restricted funds	16		**303,141**		*393,678*
Unrestricted funds	16		**98,864**		*89,788*
Total funds			**402,005**		*483,466*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

S Forster
Chair
Date: 2/12/25

The notes on pages 15 to 31 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	*2024* *£*
Cash flows from operating activities		
Net cash used in operating activities	**(29,028)**	*86,418*
Cash flows from investing activities		
Purchase of tangible fixed assets	**(7,993)**	*(7,771)*
Net cash used in investing activities	**(7,993)**	**(7,771)**
Change in cash and cash equivalents in the year	**(37,021)**	**78,647**
Cash and cash equivalents at the beginning of the year	**209,556**	*130,909*
Cash and cash equivalents at the end of the year	**172,535**	*209,556*

The notes on pages 15 to 31 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. General information

The company is a company limited by guarantee, incorporated in England and Wales. The registered office is 51 St Benedict's Street, Norwich, Norfolk, NR2 4PG. The registered company number is 01329092. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Norwich Arts Centre Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Company status

The company is a company limited by guarantee. the members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2.3 Going concern

The Trustees have considered the Charity's position and forecasts at the time of signing the financial statements. The Charity continues to receive the NPO grant amounting to £185k per annum which is in place until at least March 2027 (and renewal expected for a further year to March 2028) and the Trustees are confident that the Charity is well positioned to weather challenges and to continue to deliver its services.

Based on this, the Trustees have concluded that they are confident that the Charity will have adequate resources to continue in operational existence for the foreseeable future, being at least twelve months from the date of signing these financial statements, and they therefore continue to adopt the going concern basis of accounting in preparing these financial statements.

2. Accounting policies (continued)

2.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.5 Expenditure

Expenditure is recognised on an accruals basis once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset’s use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

2. Accounting policies (continued)

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold property	- 50 years straight line
Long-term leasehold property	- Over the life of the remaining lease period
Freehold land	- Not depreciated
General equipment	- 4-7 years straight line

2.8 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.10 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.11 Cash at bank and in hand

Cash at bank and 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.

2. Accounting policies (continued)

2.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.13 Financial instruments

The company 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.14 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.15 Pensions

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

2.16 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Arts Council England - National Portfolio Organisation	185,412	-	**185,412**	*185,421*
Donations	18,209	-	**18,209**	*24,742*
Local authority grants	40,737	-	**40,737**	*40,737*
PRS Foundation grant	-	-	**-**	*10,500*
Total 2025	244,358	-	**244,358**	*261,400*
Total 2024	*250,900*	*10,500*	*261,400*	

4. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Box office income	514,982	**514,982**	*463,898*
Premises hire	45,833	**45,833**	*29,182*
Other income	4,510	**4,510**	*7,800*
Total 2025	565,325	**565,325**	*500,880*
Total 2024	*500,880*	*500,880*	

5. Income from other trading activities

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Cafe Bar sales	259,383	**259,383**	*299,931*
Corporate sponsorship	3,500	**3,500**	*3,500*
Other fundraising income	11,190	**11,190**	*10,040*
The Halls Bar sales	-	**-**	*103,418*
Total 2025	274,073	**274,073**	*416,889*
Total 2024	*416,889*	*416,889*	

The Company operated the Halls Bar from January 2022 to December 2023.

6. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Bank interest	949	**949**	*57*
Total 2024	*57*	*57*	

7. Expenditure on raising funds

Fundraising trading expenses

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Cafe Bar purchases	94,664	**94,664**	*120,878*
The Halls Bar purchases	-	**-**	*61,001*
Staff costs	113,438	**113,438**	*136,397*
Total 2025	208,102	**208,102**	*318,276*
Total 2024	*318,276*	*318,276*	

8. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	*Total funds 2024 £*
Charitable activities	558,296	399,768	**958,064**	*933,900*
Total 2024	*527,156*	*406,744*	*933,900*	

8. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Direct costs 2025 £	Total funds 2025 £	*Total funds 2024 £*
Staff costs	176,914	**176,914**	*182,549*
Technical costs	11,773	**11,773**	*14,799*
Equipment & materials	4,609	**4,609**	*4,632*
Security	21,243	**21,243**	*22,705*
Training	4,828	**4,828**	*1,903*
Travel & subsistence	7,668	**7,668**	*10,122*
Performer fees & expenses	290,476	**290,476**	*248,909*
Performer Rights Society	11,112	**11,112**	*9,736*
Bank charges	10,304	**10,304**	*15,615*
Online ticket sales expenses	19,369	**19,369**	*16,186*
Total 2025	558,296	**558,296**	*527,156*
Total 2024	*527,156*	*527,156*	

8. Analysis of expenditure by activities (continued)

Analysis of support costs

	Support costs 2025 £	Total funds 2025 £	*Total funds 2024 £*
Staff costs	114,436	**114,436**	*128,667*
Cleaning	8,729	**8,729**	*11,922*
Rent and rates	26,599	**26,599**	*24,841*
Insurances	14,300	**14,300**	*12,674*
Heat, light and water	22,426	**22,426**	*32,202*
Office costs and admin	28,508	**28,508**	*26,067*
Legal and professional	13,500	**13,500**	*16,820*
Advertising	9,357	**9,357**	*6,727*
Other building charges	15,997	**15,997**	*15,512*
Irrecoverable VAT	133,426	**133,426**	*118,057*
Depreciation	12,490	**12,490**	*13,255*
Total 2025	399,768	**399,768**	*406,744*
Total 2024	*406,744*	*406,744*	

9. Auditors' remuneration

	2025 £	*2024 £*
Fee payable to the company's auditor for the audit of the company's annual accounts	**13,800**	*13,800*

10. Staff costs

	2025 £	*2024* *£*
Wages and salaries	**385,616**	*411,343*
Social security costs	**11,827**	*30,863*
Contribution to defined contribution pension schemes	**7,345**	*5,407*
	404,788	*447,613*

The average number of persons employed by the company during the year was as follows:

	2025 No.	*2024* *No.*
Employees	**24**	*28*

No employee received remuneration amounting to more than £60,000 in either year.

Key management personnel includes the Trustees, the Director, the General Manager and the Finance Manager. The total amount of employee benefits received by key management personnel for their services was £142,974 (2024: £150,986).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2024 - £NIL)*.

During the year ended 31 March 2025, expenses totalling £NIL were reimbursed or paid directly to Trustee *(2024 - £NIL* to 1 Trustee).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

12. Tangible fixed assets

	Freehold property £	Long-term leasehold property £	Freehold land £	General equipment £	Total £
Cost					
At 1 April 2024	**381,034**	**254,384**	**7,033**	**986,321**	**1,628,772**
Additions	**-**	**-**	**-**	**7,993**	**7,993**
At 31 March 2025	**381,034**	**254,384**	**7,033**	**994,314**	**1,636,765**
Depreciation					
At 1 April 2024	**298,184**	**218,400**	**-**	**691,275**	**1,207,859**
Charge for the year	**3,187**	**5,021**	**-**	**94,819**	**103,027**
At 31 March 2025	**301,371**	**223,421**	**-**	**786,094**	**1,310,886**
Net book value					
At 31 March 2025	**79,663**	**30,963**	**7,033**	**208,220**	**325,879**
At 31 March 2024	*82,850*	*35,984*	*7,033*	*295,046*	*420,913*

13. Fixed asset investments

	Shares in group undertaking £
Cost or valuation	
At 1 April 2024	**2**
At 31 March 2025	**2**

Principal subsidiaries

The following was a subsidiary undertaking of the company:

Name	Company number	Principal activity	Class of shares	Holding
NAC Cafe Bar Limited	03716749	Dormant	Ordinary	100%

The subsidiary was dormant during the current and preceding financial year. During these periods, the subsidiary received no income and incurred no expenditure and therefore made neither profit or loss.

Name	Net assets £
NAC Cafe Bar Limited	**2**

14. Debtors

	2025 £	*2024 £*
Due within one year		
Trade debtors	**3,234**	*6,869*
Prepayments and accrued income	**65,067**	*23,381*
	68,301	*30,250*

15. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	**15,293**	*35,553*
Other taxation and social security	**10,146**	*17,785*
Other creditors	**22,287**	*21,343*
Accruals and deferred income	**126,691**	*111,787*
	174,417	*186,468*

Deferred income is in relation to advance ticket sales and events taking place after the financial year end.

	2025 £	2024 £
Deferred income at 1 April 2024	**98,193**	*88,540*
Resources deferred during the year	**112,500**	*98,193*
Amounts released from previous periods	**(97,273)**	*(88,540)*
Deferred income at 31 March 2025	**113,420**	*98,193*

Deferred income relates to advance ticket sales and hire of the centre for future bookings.

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Balance at 31 March 2025 £
Unrestricted funds				
General funds	**89,788**	**1,084,705**	**(1,075,629)**	**98,864**
Restricted funds				
Restricted funds	**393,678**	**-**	**(90,537)**	**303,141**
Young Norwich Creative Awards	**-**	**22,367**	**(22,367)**	**-**
	393,678	**22,367**	**(112,904)**	**303,141**
Total of funds	**483,466**	**1,107,072**	**(1,188,533)**	**402,005**

Statement of funds - prior year

	Balance at 1 April 2023 £	*Income* £	*Expenditure* £	*Balance at 31 March 2024* £
Unrestricted funds				
General funds	*72,201*	*1,168,726*	*(1,151,139)*	*89,788*
Restricted funds				
Restricted funds	*484,215*	*-*	*(90,537)*	*393,678*
PRSF - Music talent development	*-*	*10,500*	*(10,500)*	*-*
	484,215	*10,500*	*(101,037)*	*393,678*
Total of funds	*556,416*	*1,179,226*	*(1,252,176)*	*483,466*

Restricted funds represent improvements to buildings and facilities funded by National Lottery and Arts Council grants.

17. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	22,738	303,141	**325,879**
Fixed asset investments	2	-	**2**
Current assets	250,541	-	**250,541**
Creditors due within one year	(174,417)	-	**(174,417)**
Total	98,864	303,141	**402,005**

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	*Restricted funds 2024 £*	*Total funds 2024 £*
Tangible fixed assets	*27,235*	*393,678*	*420,913*
Fixed asset investments	*2*	-	*2*
Current assets	*249,019*	-	*249,019*
Creditors due within one year	*(186,468)*	-	*(186,468)*
Total	*89,788*	*393,678*	*483,466*

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	*2024 £*
Net expenditure for the year (as per Statement of Financial Activities)	**(81,461)**	*(72,950)*
Adjustments for:		
Depreciation charges	**103,027**	*103,792*
Decrease/(increase) in stocks	**(492)**	*9,557*
(Increase)/decrease in debtors	**(38,051)**	*(5,586)*
Increase/(decrease) in creditors	**(12,051)**	*51,605*
Net cash provided by/(used in) operating activities	**(29,028)**	*86,418*

19. Analysis of cash and cash equivalents

	2025 £	*2024 £*
Cash in hand	**172,535**	*209,556*
Total cash and cash equivalents	**172,535**	*209,556*

20. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	**209,556**	**(37,021)**	**172,535**

21. Pension commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £7,345 (2024: £5,407). Contributions totalling £10 (2024: £1,047) were payable to the fund at the balance sheet date and are included in other creditors.

22. Operating lease commitments

At 31 March 2025 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	*2024* *£*
Not later than 1 year	**17,000**	*17,000*
Later than 1 year and not later than 5 years	**17,000**	-
	34,000	*17,000*

23. Related party transactions

During the year, the company made sales of £1,677 (2024: £500) and purchases of £nil (2024: £4,227) in relation to services provided to and from LJ Hope Productions, of which L Farrant is sole proprietor. The balance due from the company at the year-end was £720 (2024: £250).

The charity's policy is that employees may hire the venue for a personal event free of charge. In accordance with the policy, a member of senior management team hired the hall. The hire fee to a member of the public would have been £500.

The balance due to the company from the Director is £235 (2024: £1,602). No interest is charged on this amount and the whole balance is considered repayable on demand.

24. Agency arrangements

Norwich Arts Centre acts as an agent in distributing funds for Young Norwich Creative Awards. In the year the company received £22,367 and disbursed £22,367 from the fund. These amounts are not included in income and expenditure. An amount of £736 is included within accruals relating to undistributed funds.

NORWICH ARTS CENTRE LIMITED

England & Wales - Charity number 274803

Accounts

Registered number: 01329092
Charity number: 274803

NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

NORWICH ARTS CENTRE LIMITED
(A company limited by guarantee)

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NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2024

Trustees	R Drury L Farrant M Figura (resigned 31 October 2024) S Forster K Radley G Tucker M Uzor K J Went (resigned 31 October 2024)
Company registered number	01329092
Charity registered number	274803
Registered office	51 St Benedict's Street Norwich NR2 4PG
Independent auditors	Larking Gowen LLP Chartered Accountants 1st Floor, Prospect House Rouen Road Norwich NR1 1RE
Bankers	Barclays Bank plc Small business banking Leicester LE87 2BR

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their annual report together with the audited financial statements of the company for 1 April 2023 to 31 March 2024. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The charitable objects are to promote, maintain, improve and advance the arts, especially those activities which seek to make the arts relevant to the community with particular reference to the county of Norfolk and the city of Norwich and the provision of facilities in the interest of social education with the object of improving the conditions of life of those persons for whom such facilities are primarily intended.

Norwich Arts Centre employs the Director, Pasco Q Kevlin, together with a number of full and part time staff involved in education, promotion, catering and administration.

The subsidiary, NAC Cafe Bar Limited, was dormant the year so made neither profit nor loss.

b. Report from the Chair for the year ended 31 March 2024

'This is one of the best arts centres in the country' *Benjamin Zephaniah*

Norwich Arts Centre has traded successfully in the financial year 2023/4.

There have of course been challenges as difficult trading climates continue but the charity has met these challenges and has achieved a modest unrestricted fund surplus of just over £17,000 (following a small deficit last year) to help trading in the coming year. Costs of pretty much everything have continued to rise and this has affected our outgoings, raising the amounts we pay for all services from utilities and power to artist fees.

I am very pleased to say that despite these cost increases we have continued to pay all casual staff the real living wage. This has increased by 10%, which of course necessitates increases to permanent staff renumeration so our wages bill continues to increase but the continued commitment of our workforce shows the prudence of this.

The financial result has been achieved by strong economic discipline combined with bold and ambitious programming. While smaller venues are continuing to suffer under the prevailing economic climate it is gratifying and a great testimony to the management team and staff to see Norwich Arts Centre in relatively strong health. Margins do of course continue to be tight and there is no room for complacency but this is very encouraging.

We continued our strong, adventurous and varied artistic programme which has been well received by patrons old and new and demonstrates that there is an appetite for events beyond the mainstream.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Objectives and activities (continued)

A significant source of extra income were the events that took Norwich Arts Centre outside its own building and into other venues. As well as making significant contributions to income, these events at Epic and The Halls also served to introduce new audiences to the Arts Centre, bringing our other events to the attention of people who may not otherwise have been aware of them. This area is being expanded into 2024/5.

For part of the year we also continued to provide bar facilities to The Halls (in partnership with Norwich City Council) which made further contributions to our bottom line. This was ended when The Halls closed for an extensive renovation project. As I write in November 2024 we are bidding to renew our partnership with the City Council when the building reopens in 2025.

Further artistic partnerships have been established with OutThereArts in Great Yarmouth to programme rock gigs in the town, and with the internationally renowned Electronic Sound Magazine to create the Synth East electronic music convention and festival which is intended to be an annual event.

Another significant partnership is that with National Centre for Writing, Young Norfolk Arts Trust, The Forum Trust, University of East Anglia and Norwich University of the Arts. This has enabled the creation of The Young Norwich Creative Awards, celebrating original work from young creatives aged 16–25 in Norwich. Winners in the various categories each received a cash award.

A Community Hot Slot grant was used to create the Tilted Women Reading Group, weekly pay what you can events which have proved very popular. As pioneers in Norwich of the pay what you can model it is gratifying to see this being taken up by other venues in the city.

Our weddings offer continued to provide valuable additional income and this has become a valued resource to many in our communities.

Throughout the year we continued to support artists, both financially and in kind. For the 2023 Edinburgh Festival, Norwich Arts Centre supported four hugely well received shows, KlangHaus: InHaus and Darkroom by The Neutrinos and Sal Pittman, Luke Wright’s Silver Jubilee and Lucy and Friends by Lucy McCormick. All received remarkable national attention, 4 and 5 star reviews and significant international industry attention as well as strong ticket sales.

Artistically NAC continued to programme ever more diverse and varied events. The music progamme is one of the most adventurous in the country while also maintaining a strong blend of better known, established and up and coming acts while new initiatives have further expanded the diversity of the shows on offer and introduced new audiences.

Thanks to the capital project we have a building that offers unrivalled accessibility for performers and audiences alike. It is also one of the most sustainable in the country in terms of energy use and carbon footprint reduction while providing technical standards that are the envy of many of not only our peers but many larger facilities too.

Objectives and activities (continued)

As always we maintain a strong commitment to what we see as our most valuable asset, our committed, enthusiastic, knowledgeable and loyal workforce. Under the leadership of Director Pasco Q Kevlin and his senior management team (Bradley Glasspole and Jayne Steward), the staffing structure has remained stable and able to grow and adapt to change (and expansion) smoothly and seamlessly. While we accept we cannot pay salaries to a level we would ideally like to, as a caring employer we are committed to pay the real living wage as a minimum to casual staff and increase salaries as much as we prudently can.

I strongly believe that by doing all we can to create a safe and welcoming environment for staff with fair pay and conditions we have fostered a degree of commitment that has reaped rewards for both the organisation and the employees.

I should also like to thank my fellow trustees for their continued commitment, support, foresight, wisdom and efforts throughout the year.

The enviable reputation that has been generated by NAC over the years continues to be significantly strengthened as we approach our 45th year. It continues to be a pleasure to greet both returning and new audiences who continue to be overwhelmingly enthusiastic, supportive and appreciative.

At the year's end, I feel that NAC is in good shape to face the future and the challenges it offers with an efficient monitoring process in place to alert the management and board to any potential issues.

Of course, 2024/5 will undoubtably produce further operational and financial challenges but we are in a stronger position to face them than ever.

Stephen A Forster, Chair

a. Fundraising activities and income generation

Norwich Arts Centre does not undertake conventional charitable fundraising activities, it does not have any third-party fundraisers acting on its behalf and has not received any complaints about its fundraising activity over the last year.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

The notes to the financial statements show the assets and liabilities attributable to the various funds by type.

At the 31 March 2024 total funds amounted to £483,466 (2023: £556,416). The charity has unrestricted reserves of £89,788 (2023: £72,201) and restricted reserves of £393,678 (2023: £484,215). The free reserves of the charity at 31 March 2024 (being the unrestricted current assets less unrestricted current liabilities) amount to £62,551 (2023: £39,480).

The trustees' ongoing policy is to maintain a sufficient level of reserves so as to enable the Arts Centre to meet its commitments as they fall due. Reserves should also enable the company to ride out fluctuations in results and unexpected events, and to take opportunities that may arise. In addition sufficient reserves need to be maintained to meet any potential redundancy payments that may be needed for employees should the Centre be forced to close. The free reserves target is £50k - £70k which is in line with the NPO forecast for the next two years. The trustees are comfortable with the year end level of free reserves, however, they consider that reserves need to rise in the medium term and they have set a target of £85k to be achieved by March 2028.

c. Financial review

Total income for the year ended 31 March 2024 was £1,179,226 compared to £973,878 for the previous year. Expenditure was £1,252,176 (2023: £1,121,673). This has decreased the total funds held by the charity to £483,466 at 31 March 2024, compared to £556,416 at 31 March 2023.

Structure, governance and management

a. Constitution

Norwich Arts Centre Limited is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 19 May 1977.

The company is constituted under a Memorandum of Association dated 19 May 1977 and is a registered charity number 274803.

b. Methods of recruitment and appointment of Trustees

The management of the company is the responsibility of the Trustees. Potential Trustees are expected to bring specific skills and/or experience to the company and a Board skills audit is conducted annually to identify gaps. Potential trustees are identified to fill those gaps after seeking recommendations from partners and others.

The members of the Company appoint the Council of Management. Each member services for three years after which they retire. Retiring members may stand for re-election.

c. Policies adopted for the induction and training of Trustees

The charity trustees will make available to each new charity trustee, on or before his or her first appointment:

(a) a copy of the current version of the Articles of Association;
(b) a copy of the latest Trustees' Annual Report and statement of accounts; and
(c) are made aware of the guidance available at Charity Commission including CC3 'The essential trustee'.

Structure, governance and management (continued)

d. Pay policy for key management personnel

Salaries for all NAC employees are decided by a wages sub committee consisting of the Chair, Treasurer and one other board member. Advised by the Director, General Manager and Finance Manager. Factors considered by the sub committee include trading position and reserves, current inflation/cost of living and market forces in our industry.

e. Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

Key risks are identified in our business plan as:

- Lower than forecast ticket income is managed with weekly/monthly and quarterly monitoring, increasing efficiency and adjusting staffing levels as appropriate.
- Grant income from Arts Council England and other regular funding bodies falling below expected levels, managed by ongoing research into other sources of funding, investigations into diversifying into new markets and close monitoring of income expectations. Currently ACE income is decided on a 3 year basis via their National Portfolio Organisation programme.
- Insufficient reserves at end of financial year, managed with quarterly accounts forecasts, monitoring actuals against budget forecast. Re-forcasting where necessary and adjusting expenditure as a result. Increasing efficiency and adjusting staffing levels as appropriate.
- Resignation/loss for other reason of Director/key personnel managed by ongoing strength of staff structure and ensuring that a deputising and succession plan is in place. Board is sufficiently 'fleet of foot' to act quickly on recruitment.
- National emergency managed by swift action by Senior Management Team and Board to react to changing circumstances and follow government advice. Maximising use of government assistance and adjusting trading plans as required by government and budgetary forecasts and business plan as appropriate.

Plans for future periods

Norwich Arts Centre continues to receive the National Portfolio Organisation investment from Arts Council England which is secured until at least 2026. Our experienced core team remains in place, the building is in excellent condition, relationships with artists and the creative community are strong, our audiences continue to trust us and we all have the passion to continue to do what we love.

Finance will continue to be the central focus for every small cultural organisation in the country, but we have experienced personnel and tested systems in place to allow us to move forward with a level of confidence. At the time of accounts approval, we are in a tender process with Norwich City Council to run another venue in the city.

We will continue in all areas of our artistic talent development to regularly support new work to be created, produced, toured, and enjoyed by audiences.

Our programme of events will continue to be amongst the most exciting in our region, always trying to ensure on a month by month there is something that is affordable for everyone in the community we serve.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the company 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 . 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 company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

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

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

The auditors, Larking Gowen LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

Steve Forster

Stephen A Forster
Chair

Date: 08 Dec 2024

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORWICH ARTS CENTRE LIMITED

Opinion

We have audited the financial statements of Norwich Arts Centre Limited (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, 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 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' 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 United Kingdom, including the Financial Reporting Council'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 AUDITORS' REPORT TO THE MEMBERS OF NORWICH ARTS CENTRE LIMITED (CONTINUED)

Other information

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

We have nothing to report in this regard.

Opinion 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 year for which the financial statements are prepared is consistent with the financial statements.
- 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 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 Trustees' report and from the requirement to prepare a Strategic report.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, 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.

Auditors' 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 Auditors' 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:

Due to the field in which the charitable company operates, we identified the following areas as those most likely to have a material impact on the financial statements: health and safety; employment law; GDPR, compliance with the UK Companies Act and Charity law.

The specific procedures for this engagement and the extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry with management regarding any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

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 Auditors' report.

Other matters

The financial statements of Norwich Arts Centre Limited for the year ended 31 March 2023 were not audited and, as such, the corresponding amounts in these financial statements have not been audited.

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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Larking Gowen LLP

Giles Kerkham FCA DChA (Senior statutory auditor)
for and on behalf of
Larking Gowen LLP
Chartered Accountants
Statutory Auditors
1st Floor, Prospect House
Rouen Road
Norwich
NR1 1RE

Date: 12 December 2024

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2024

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	*Total funds 2023 £*
Income from:					
Donations and legacies:	3				
Grants		**226,158**	**10,500**	**236,658**	*232,750*
Other donations and legacies		**24,742**	**-**	**24,742**	*22,477*
Charitable activities	4	**500,880**	**-**	**500,880**	*433,423*
Other trading activities	5	**416,889**	**-**	**416,889**	*285,228*
Investments	6	**57**	**-**	**57**	*-*
Total income		**1,168,726**	**10,500**	**1,179,226**	*973,878*
Expenditure on:					
Raising funds	7	**318,276**	**-**	**318,276**	*256,352*
Charitable activities		**832,863**	**101,037**	**933,900**	*865,321*
Total expenditure		**1,151,139**	**101,037**	**1,252,176**	*1,121,673*
Net movement in funds		**17,587**	**(90,537)**	**(72,950)**	*(147,795)*
Reconciliation of funds:					
Total funds brought forward		**72,201**	**484,215**	**556,416**	*704,211*
Net movement in funds		**17,587**	**(90,537)**	**(72,950)**	*(147,795)*
Total funds carried forward		**89,788**	**393,678**	**483,466**	*556,416*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 15 to 31 form part of these financial statements.

NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)
REGISTERED NUMBER: 01329092

BALANCE SHEET
AS AT 31 MARCH 2024

	Note		2024 £		*2023 £*
Fixed assets					
Tangible assets	12		**420,913**		*516,934*
Investments	13		**2**		*2*
			420,915		*516,936*
Current assets					
Stocks		**9,213**		*18,770*	
Debtors	14	**30,250**		*24,664*	
Cash at bank and in hand		**209,556**		*130,909*	
		249,019		*174,343*	
Creditors: amounts falling due within one year	15	**(186,468)**		*(134,863)*	
Net current assets			**62,551**		*39,480*
Total assets less current liabilities			**483,466**		*556,416*
Total net assets			**483,466**		*556,416*
Charity funds					
Restricted funds	16		**393,678**		*484,215*
Unrestricted funds	16		**89,788**		*72,201*
Total funds			**483,466**		*556,416*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Steve Forster

S Forster
Chair

Date: 08 Dec 2024

The notes on pages 15 to 31 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	2024 £	*2023* *£*
Cash flows from operating activities		
Net cash used in operating activities	**86,418**	*(63,449)*
Cash flows from investing activities		
Purchase of tangible fixed assets	**(7,771)**	*(9,396)*
Net cash used in investing activities	**(7,771)**	**(9,396)**
Change in cash and cash equivalents in the year	**78,647**	**(72,845)**
Cash and cash equivalents at the beginning of the year	**130,909**	*203,754*
Cash and cash equivalents at the end of the year	**209,556**	*130,909*

The notes on pages 15 to 31 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1. General information

The company is a company limited by guarantee, incorporated in England and Wales. The registered office is 51 St Benedict's Street, Norwich, Norfolk, NR2 4PG. The registered company number is 01329092. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Norwich Arts Centre Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Company status

The company is a company limited by guarantee. the members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2.3 Going concern

The Trustees have considered the Charity's position and forecasts at the time of signing the financial statements. The Charity continues to receive the NPO grant amounting to £185k per annum which is in place until at least March 2026 and the Trustees are confident that the Charity is well positioned to weather challenges and to continue to deliver its services.

Based on this, the Trustees have concluded that they are confident that the Charity will have adequate resources to continue in operational existence for the foreseeable future, being at least twelve months from the date of signing these financial statements, and they therefore continue to adopt the going concern basis of accounting in preparing these financial statements.

2. Accounting policies (continued)

2.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

2.5 Expenditure

Expenditure is recognised on an accruals basis once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset’s use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2. Accounting policies (continued)

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold property	- 50 years straight line
Long-term leasehold property	- Over the life of the remaining lease period
Freehold land	- Not depreciated
General equipment	- 4-7 years straight line

2.8 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.10 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.11 Cash at bank and in hand

Cash at bank and 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.

2. Accounting policies (continued)

2.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.13 Financial instruments

The company 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.14 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.15 Pensions

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

2.16 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

3. Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	*Total funds 2023 £*
Arts Council England - National Portfolio Organisation	185,421	-	**185,421**	*185,421*
Donations	24,742	-	**24,742**	*22,477*
Local authority grants	40,737	-	**40,737**	*44,437*
Arts Council England - Other	-	-	**-**	*2,892*
PRS Foundation grant	-	10,500	**10,500**	-
Total 2024	250,900	10,500	**261,400**	*255,227*
Total 2023	*252,335*	*2,892*	*255,227*	

4. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £	*Total funds 2023 £*
Box office income	463,898	**463,898**	*388,704*
Premises hire	29,182	**29,182**	*20,425*
Other income	7,800	**7,800**	*24,294*
Total 2024	500,880	**500,880**	*433,423*
Total 2023	*433,423*	*433,423*	

5. Income from other trading activities

	Unrestricted funds 2024 £	Total funds 2024 £	*Total funds 2023 £*
Cafe Bar sales	299,931	**299,931**	*233,862*
Corporate sponsorship	3,500	**3,500**	*13,500*
Other fundraising income	10,040	**10,040**	*8,795*
The Halls Bar sales	103,418	**103,418**	*29,071*
Total 2024	416,889	**416,889**	*285,228*
Total 2023	*285,228*	*285,228*	

The Company operated the Halls Bar from January 2023 to December 2024.

6. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £	*Total funds 2023 £*
Bank interest	57	**57**	-

7. Expenditure on raising funds

Fundraising trading expenses

	Unrestricted funds 2024 £	Total funds 2024 £	*Total funds 2023 £*
Cafe Bar purchases	120,878	**120,878**	*92,507*
The Halls Bar purchases	61,001	**61,001**	*18,595*
Staff costs	136,397	**136,397**	*145,250*
Total 2024	318,276	**318,276**	*256,352*
Total 2023	*256,352*	*256,352*	

8. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £	*Total funds 2023 £*
Charitable activities	527,156	406,744	**933,900**	*865,321*
Total 2023	*484,111*	*381,210*	*865,321*	

8. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Direct costs 2024 £	Total funds 2024 £	*Total funds 2023 £*
Staff costs	182,549	**182,549**	*155,188*
Technical costs	14,799	**14,799**	*11,088*
Equipment & materials	4,632	**4,632**	*12,546*
Security	22,705	**22,705**	*17,638*
Training	1,903	**1,903**	*965*
Travel & subsistence	10,122	**10,122**	*8,388*
Performer fees & expenses	248,909	**248,909**	*246,413*
Performer Rights Society	9,736	**9,736**	*5,540*
Bank charges	15,615	**15,615**	*12,787*
Online ticket sales expenses	16,186	**16,186**	*13,558*
Total 2024	527,156	**527,156**	*484,111*
Total 2023	*484,111*	*484,111*	

8. Analysis of expenditure by activities (continued)

Analysis of support costs

	Support costs 2024 £	Total funds 2024 £	*Total funds 2023 £*
Staff costs	128,667	**128,667**	*114,221*
Cleaning	11,922	**11,922**	*11,272*
Rent and rates	24,841	**24,841**	*25,069*
Insurances	12,674	**12,674**	*10,731*
Heat, light and water	32,202	**32,202**	*29,149*
Office costs and admin	26,067	**26,067**	*26,092*
Legal and professional	16,820	**16,820**	*3,720*
Advertising	6,727	**6,727**	*10,875*
Other building charges	15,512	**15,512**	*12,922*
Irrecoverable VAT	118,057	**118,057**	*124,571*
Depreciation	13,255	**13,255**	*12,588*
Total 2024	406,744	**406,744**	*381,210*
Total 2023	*381,210*	*381,210*	

9. Auditors' remuneration

	2024 £	*2023 £*
Fee payable to the company's auditor for the audit of the company's annual accounts	**13,800**	-
Fees payable to the company's independent examiner for the independent examination of the company's annual accounts	**-**	*3,300*
All non-audit services not included above	**-**	*1,670*

10. Staff costs

	2024 £	*2023* *£*
Wages and salaries	**411,343**	*384,259*
Social security costs	**30,863**	*26,554*
Contribution to defined contribution pension schemes	**5,407**	*3,846*
	447,613	*414,659*

The average number of persons employed by the company during the year was as follows:

	2024 No.	*2023* *No.*
Employees	**28**	*27*

No employee received remuneration amounting to more than £60,000 in either year.

Key management personnel includes the Trustees, the Director, the General Manager and the Finance Manager. The total amount of employee benefits received by key management personnel for their services was £150,986 (2023: £132,069).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2023 - £NIL)*.

During the year ended 31 March 2024, expenses totalling £NIL were reimbursed or paid directly to 1 Trustee *(2023 - £78* to 1 Trustee).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

12. Tangible fixed assets

	Freehold property £	Long-term leasehold property £	Freehold land £	General equipment £	Total £
Cost					
At 1 April 2023	**381,034**	**254,384**	**7,033**	**978,550**	**1,621,001**
Additions	**-**	**-**	**-**	**7,771**	**7,771**
At 31 March 2024	**381,034**	**254,384**	**7,033**	**986,321**	**1,628,772**
Depreciation					
At 1 April 2023	**294,997**	**213,379**	**-**	**595,691**	**1,104,067**
Charge for the year	**3,187**	**5,021**	**-**	**95,584**	**103,792**
At 31 March 2024	**298,184**	**218,400**	**-**	**691,275**	**1,207,859**
Net book value					
At 31 March 2024	**82,850**	**35,984**	**7,033**	**295,046**	**420,913**
At 31 March 2023	*86,037*	*41,005*	*7,033*	*382,859*	*516,934*

13. Fixed asset investments

	Shares in group undertaking £
Cost	
At 1 April 2023	**2**
At 31 March 2024	**2**

Principal subsidiaries

The following was a subsidiary undertaking of the company:

Name	Company number	Principal activity	Class of shares	Holding
NAC Cafe Bar Limited	03716749	Dormant	Ordinary	100%

The subsidiary was dormant during the current and preceding financial year. During these periods, the subsidiary received no income and incurred no expenditure and therefore made neither profit or loss.

Name	Net assets £
NAC Cafe Bar Limited	**2**

14. Debtors

	2024 £	*2023 £*
Due within one year		
Trade debtors	**6,869**	*12,251*
Prepayments and accrued income	**23,381**	*12,413*
	30,250	*24,664*

15. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	**35,553**	*14,039*
Other taxation and social security	**17,785**	*14,807*
Other creditors	**21,343**	*15,642*
Accruals and deferred income	**111,787**	*90,375*
	186,468	*134,863*

	2024 £	2023 £
Deferred income at 1 April 2023	**88,540**	*104,179*
Resources deferred during the year	**98,193**	*88,540*
Amounts released from previous periods	**(88,540)**	*(104,179)*
Deferred income at 31 March 2024	**98,193**	*88,540*

Deferred income relates to advance ticket sales and hire of the centre for future bookings.

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Balance at 31 March 2024 £
Unrestricted funds				
General funds	**72,201**	**1,168,726**	**(1,151,139)**	**89,788**
Restricted funds				
Restricted funds	**484,215**	**-**	**(90,537)**	**393,678**
PRSF - Music talent development	**-**	**10,500**	**(10,500)**	**-**
	484,215	**10,500**	**(101,037)**	**393,678**
Total of funds	**556,416**	**1,179,226**	**(1,252,176)**	**483,466**

Statement of funds - prior year

	Balance at 1 April 2022 £	*Income £*	*Expenditure £*	*Balance at 31 March 2023 £*
Unrestricted funds				
General funds	*119,901*	*970,986*	*(1,018,686)*	*72,201*
Restricted funds				
Restricted funds	*584,310*	*2,892*	*(102,987)*	*484,215*
Total of funds	*704,211*	*973,878*	*(1,121,673)*	*556,416*

Restricted funds represent improvements to buildings and facilities funded by National Lottery and Arts Council grants.

The Performing Rights Society Foundation (PRSF) grant was received to fund activities in relation to music talent development to enable talented music creators to realise their potential.

17. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	27,235	393,678	**420,913**
Fixed asset investments	2	-	**2**
Current assets	249,019	-	**249,019**
Creditors due within one year	(186,468)	-	**(186,468)**
Total	89,788	393,678	**483,466**

Analysis of net assets between funds - prior period

	Unrestricted funds 2023 £	*Restricted funds 2023 £*	*Total funds 2023 £*
Tangible fixed assets	*32,719*	*484,215*	*516,934*
Fixed asset investments	*2*	-	*2*
Current assets	*174,343*	-	*174,343*
Creditors due within one year	*(134,863)*	-	*(134,863)*
Total	*72,201*	*484,215*	*556,416*

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net expenditure for the period (as per Statement of Financial Activities)	**(72,950)**	*(147,795)*
Adjustments for:		
Depreciation charges	**103,792**	*112,683*
Decrease/(increase) in stocks	**9,557**	*(10,679)*
(Increase)/decrease in debtors	**(5,586)**	*1,848*
Increase/(decrease) in creditors	**51,605**	*(19,506)*
Net cash provided by/(used in) operating activities	**86,418**	*(63,449)*

19. Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand	**209,556**	*130,909*
Total cash and cash equivalents	**209,556**	*130,909*

20. Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	**130,909**	**78,647**	**209,556**

21. Pension commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £5,407 (2023: £3,846). Contributions totalling £1,047 (2023: £Nil) were payable to the fund at the balance sheet date and are included in other creditors.

22. Operating lease commitments

At 31 March 2024 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024 £	*2023* *£*
Not later than 1 year	**17,000**	*17,000*
Later than 1 year and not later than 5 years	**-**	*17,000*
	17,000	*34,000*

23. Related party transactions

During the year, the company made sales of £500 (2023: £570) and purchases of £4,227 (2023: £3,660) in relation to services provided to and from LJ Hope Productions, of which Lucy Farrant is sole proprietor. The balance due from the company at the year end was £250 (2023: £Nil).

All transactions were made on an open market basis.

The balance due to the company from the Director amounted to £1,602 (2023: £1,481). No interest is charged on the loan and the whole balance is considered repayable on demand. Since the financial year end, the amount due from the Director has been repaid in full.

NORWICH ARTS CENTRE LIMITED

England & Wales - Charity number 274803

Accounts

Registered number: 01329092
Charity number: 274803

NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

NORWICH ARTS CENTRE LIMITED
(A company limited by guarantee)

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NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2023

Trustees	R Drury L Farrant M Figura S Forster K Radley (appointed 1 September 2022) G Tucker M Uzor K J Went L Wright (resigned 5 December 2022)
Company registered number	01329092
Charity registered number	274803
Registered office	51 St Benedict's Street Norwich Norfolk NR2 4PG
Company secretary	L Wright (resigned 5 December 2022)
Accountants	Larking Gowen LLP Chartered Accountants 1st Floor, Prospect House Rouen Road Norwich NR1 1RE
Bankers	Barclays Bank plc Small business banking Leicester LE87 2BR

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their annual report together with the financial statements of the company for the 1 April 2022 to 31 March 2023. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The principal activity of the company is the promotion, improvement and advancement of the arts, with particular relevance to the community in Norfolk and Norwich, and the provision of facilities in the interest of social education for recreation or other leisure time occupation.

Norwich Arts Centre employs the Director, together with a number of full and part time staff involved in education, promotion, catering and administration.

The subsidiary, NAC Cafe Bar Limited, was dormant this year so made neither profit nor loss as the activities of the subsidiary have been incorporated into the activities of the parent charity.

b. Report from the Chair for the year ended 31 March 2023

'this is one of the best arts centre's in the country' *Benjamin Zephaniah*

Due to the pandemic and its long tail, this year represented the first full year of operation for Norwich Arts Centre since 2018/19, a gap of 4 years.

It has become customary to talk about 'challenging trading climates' in these reports but this year (and its successor, in which we are currently immersed), almost redefined the phrase. The much publicised 'cost of living crisis' has affected almost everyone worldwide. This has seen unprecedented rises in energy, fuel, food and other essential costs, putting great pressures on a business such as ours, dependent on public leisure spending. This spending is of course amongst the first to be restricted by most people when income is stretched to meet expenditure.

Despite a strong and adventurous artistic programme the first few months of the year suffered from very disappointing ticket sales as people reigned in what was seen as non-essential spending.

Management and staff were fast to respond to this, amending the artistic offer and cutting costs where doing so did not affect quality and safety. This saw the pattern reversed resulting in a significantly lower deficit than was realistically feared earlier in the year.

Hand in hand with this was, of course, the need to maintain staff wages at a realistic level to ensure that our valued staff themselves can weather the crisis. In common with the rest of the industry, and as artist fees also struggled to cope with rising costs, we were also forced to increase ticket and bar prices to accommodate increased costs, in turn a deterrent to some audiences.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Objectives and activities (continued)

Other issues we faced included that due to changing visa requirements brought about by Brexit, some overseas artists and performers were unable to enter the country to fulfil touring commitments causing cancellations.

The overall outcome of all these however is that although there has been some reduction in the overall levels of liquid reserves during the year it should be noted that these are still considerably above the pre pandemic 2019 level.

Our weddings offer continued to provide valuable additional income and this has become a valued resource to many in our communities.

One significant addition to our trading was the short-term contract to provide bar facilities at The Halls from December. This did require some initial investment to ensure that the operation could run efficiently and inevitably there were some teething problems but the operation settled down and was able to be run to generate welcome funds for NAC. That this was achieved with largely existing staff is yet another testament to the dedication, loyalty and efficiency of our workforce.

The Halls is due to close for a period of investment, refurbishment and renovation in 2023/4 so this area of income will be restricted during this time but it is hoped that we can successfully negotiate with Norwich City Council to continue this arrangement when the buildings reopen.

We continued to promote our own events in The Halls although the sheer cost of hosting a show in a venue with so little in-house technical equipment led to a reduction in number of events towards the end of the year. At the same time, and with an eye to the coming temporary closure of The Halls, we are looking to promote events in other larger venues in the city. We also worked with partners in areas around the county with traditionally lower involvement in the arts.

The year saw NAC reapply for National Portfolio Organisation (NPO) status to Arts Council England. I am pleased to say the application was successful although yet again with no financial upscaling. This means that by the end of this three-year agreement (in 2026) there will have been no increase in core funding for 14 years, itself a considerable cut in real terms. Inevitably this could result in artistic cuts, especially in commissioning and supporting external companies.

During 2022/23 however we continued to support artists including the continuation of support for The Fenland Players, Cambridge based digital artists Collusion providing work in Norfolk, Norwich community theatre company The Common Lot, no less than five female associate artists and the spoken word element of First Light festival amongst others.

Artistically NAC continued to programme ever more diverse and varied events. The music programme is one of the most adventurous in the country while also maintaining a strong level of better known, established and up and coming acts while new initiatives have further expanded the diversity of the shows on offer and introduced new audiences.

That we have continued to attract high calibre performers who would normally play much bigger venues is testament to the high regard NAC is held in by many in the industry. Adam Buxton continued to use us as his 'try out' venue of choice with a number of appearances. Beth Orton came to us for a warm-up show prior to a UK tour of large scale venues and Wet Leg honoured a rearranged date booked long before their huge success.

The venue enjoyed considerable national exposure and visibility for Independent Venue Week when BBC6 Music broadcast its Steve Lamacq show live from NAC . This was followed by a sell-out concert by Young Fathers, excerpts of which were repeated across the network in the following weeks. That the technical infrastructure installed at NAC was sufficient for the BBC's demanding broadcasting and transfer standards is testament to the foresight and value of the work undertaken during the capital scheme.

Objectives and activities (continued)

We continue to see the benefits of that capital project. This gave us a building that offers unrivalled access for performers and audiences alike, is one of the most sustainable in the country in terms of energy use and carbon footprint reduction while providing technical standards that are the envy of many of not only our peers but many larger facilities too.

Norwich Arts Centre maintains a strong commitment to what we see as our most valuable asset, our committed, enthusiastic, knowledgeable and loyal workforce. Under the leadership of Director Pasco Q Kevlin and his senior management team (Bradley Glasspole and Jayne Steward), the staffing structure has remained stable and able to grow and adapt to change smoothly and seamlessly. While we accept we cannot pay salaries to a level we would ideally like to, as a caring employer we are committed to pay the living wage as a minimum to casual staff and increase salaries as much as we prudently can.

I strongly believe that by doing all we can to create a safe and welcoming environment for staff with fair pay and conditions we have fostered a degree of commitment that has reaped rewards for both the organisation and the employees.

The patrons who agreed last year to lend their names and regularly support us in various ways has been maintained. I offer sincere thanks to comedian, actor and writer Adam Buxton, musician and composer Roger Eno, multi award winning theatre makers Sh!t Theatre, screenwriter and creator Helen Serafinowicz and artist David Shenton.

I should also like to thank my fellow trustees for their continued commitment, support, foresight and efforts throughout the year.

The enviable reputation that has been generated by NAC over the past 40+ years continues to be significantly strengthened and it continues to be a pleasure to greet both returning and new audiences who continue to be overwhelmingly enthusiastic and appreciative.

At the year's end, I feel that NAC is in good shape to face the future and the challenges it offers with an efficient monitoring process in place to alert the management and board to any potential issues.

Of course, 2023/4 will produce further operational and financial challenges. But in the arts we have become accustomed to that!

Stephen A Forster, Chair

a. Fundraising activities and income generation

Norwich Arts Centre does not undertake conventional charitable fundraising activities, it does not have any third-party fundraisers acting on its behalf and has not received any complaints about its fundraising activity over the last year.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

The notes to the financial statements show the assets and liabilities attributable to the various funds by type.

At the 31 March 2023 total funds amounted to £556,416 (2022: £704,211). The charity has unrestricted reserves of £72,201 (2022: £119,901) and restricted reserves of £484,215 (2022: £584,310). The free reserves of the charity at 31 March 2023 (being the unrestricted current assets less unrestricted current liabilities) amount to £39,480 (2022: £83,988).

The trustee's ongoing policy is to maintain a sufficient level of reserves so as to enable the Arts Centre to meet its commitments as they fall due. In addition the trustees have recognised that sufficient reserves need to be maintained to meet any potential redundancy payments that may be needed for employees should the Centre be forced to close. The free reserves target is £50k - £70k which is in line with the NPO forecast for the next three years. The trustees are comfortable with the year end level of free reserves and are projecting recovery of reserves over the NPO period to meet the target level.

c. Financial review

Total income for the year ended 31 March 2023 was £973,878 compared to £851,596 for the previous year. Included within other income in the previous year was £63,359 of COVID funding, largely being from the Coronavirus Job Retention Scheme. Expenditure of £1,121,673 was incurred in this financial year (2022: £877,646). This has decreased the total funds held by the charity to £556,416 at 31 March 2023, compared to £704,211 at 31 March 2022.

Structure, governance and management

a. Constitution

Norwich Arts Centre Limited is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 19 May 1977.

The company is constituted under a Memorandum of Association dated 19 May 1977 and is a registered charity number 274803.

The charitable objects are to promote, maintain, improve and advance the arts, especially those activities which seek to make the arts relevant to the community with particular reference to the county of Norfolk and the city of Norwich and the provision of facilities in the interest of social education with the object of improving the conditions of life of those persons for whom such facilities are primarily intended.

b. Methods of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

The members of the Company appoint the Council of Management. One third of the board retires annually, on a rotation basis. Retiring members may stand for re-election.

Structure, governance and management (continued)

c. Policies adopted for the induction and training of Trustees

The charity trustees will make available to each new charity trustee, on or before his or her first appointment:

(a) a copy of the current version of the Articles of Association;
(b) a copy of the latest Trustees' Annual Report and statement of accounts; and
(c) are made aware of the guidance available at Charity Commission including CC3 'The essential trustee'.

d. Pay policy for key management personnel

Salaries for all NAC employees are decided by a wages sub committee consisting of the Chair, Treasurer and one other board member. Advised by the Director, General Manager and Finance Manager. Factors considered by the sub committee include trading position and reserves, current inflation/cost of living and market forces in our industry.

e. Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

Key risks are identified in our business plan as:

- Lower than forecast ticket income is managed with weekly/monthly and quarterly monitoring, increasing efficiency and adjusting staffing levels as appropriate.
- Grant income from Arts Council England and other regular funding bodies falling below expected levels, managed by ongoing research into other sources of funding, investigations into diversifying into new markets and close monitoring of income expectations. Currently ACE income is decided on a 3 year basis via their National Portfolio Organisation programme.
- Insufficient reserves at end of financial year, managed with quarterly accounts forecasts, monitoring actuals against budget forecast. Re-forcasting where necessary and adjusting expenditure as a result. Increasing efficiency and adjusting staffing levels as appropriate.
- Resignation/loss for other reason of Director/key personnel managed by ongoing strength of staff structure and ensuring that a deputising and succession plan is in place. Board is sufficiently 'fleet of foot' to act quickly on recruitment.
- National emergency (ie Covid) managed by swift action by Senior Management Team and Board to react to changing circumstances and follow government advice. Maximising use of government assistance (ie furlough schemes). Adjusting trading plans as required by government and budgetary forecasts and business plan as appropriate.

Plans for future periods

Norwich Arts Centre is in a good position to face the next three years with some level of confidence, we have secured our National Portfolio Organisation investment from Arts Council England, our experienced core team remains in place, the building is in excellent condition, relationships with artists and the creative community are strong, our audiences continue to trust us and we all have the passion to continue to do what we love.

Finance will continue to be the central focus for every small cultural organisation in the country, but we have experienced personnel and tested systems in place to allow us to move forward with a level of confidence. We are in the process of taking on the responsibility to run another events-based bar in a venue in the city, which will help our contributed income generation. We have retained our sponsorship relationship with a local brewery.

We will continue in all areas of our artistic talent development to regularly support new work to be created, produced, toured, and enjoyed by audiences.

Our programme of events will continue to be amongst the most exciting in our region, always trying to ensure on a month by month there is something that is affordable for everyone in the community we serve.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the company 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 . 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 company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

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

Approved by order of the members of the board of Trustees and signed on their behalf by:

Stephen A Forster
Chair

Date: 3 October 2023

INDEPENDENT EXAMINER'S REPORT FOR THE YEAR ENDED 31 MARCH 2023

Independent examiner's report to the Trustees of Norwich Arts Centre Limited ('the company')

I report to the charity Trustees on my examination of the accounts of the company for the year ended 31 March 2023.

Responsibilities and basis of report

As the Trustees of the company (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the company's accounts carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

INDEPENDENT EXAMINER'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

This report is made solely to the company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and the company's Trustees as a body, for my work or for this report.

Giles Kerkham FCA DChA (Senior statutory auditor)

Larking Gowen LLP
Chartered Accountants
Norwich
Date: 10 October 2023

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
Income from:					
Donations and legacies:	3				
Grants		**229,858**	**2,892**	**232,750**	*339,107*
Other donations and legacies		**22,477**	**-**	**22,477**	*19,290*
Charitable activities	4	**433,423**	**-**	**433,423**	*274,518*
Other trading activities	5	**285,228**	**-**	**285,228**	*155,322*
Other income	6	**-**	**-**	**-**	*63,359*
Total income		**970,986**	**2,892**	**973,878**	*851,596*
Expenditure on:					
Raising funds	7	**256,352**	**-**	**256,352**	*116,657*
Charitable activities		**762,334**	**102,987**	**865,321**	*760,989*
Total expenditure		**1,018,686**	**102,987**	**1,121,673**	*877,646*
Net movement in funds		**(47,700)**	**(100,095)**	**(147,795)**	*(26,050)*
Reconciliation of funds:	16				
Total funds brought forward		**119,901**	**584,310**	**704,211**	*730,261*
Net movement in funds		**(47,700)**	**(100,095)**	**(147,795)**	*(26,050)*
Total funds carried forward		**72,201**	**484,215**	**556,416**	*704,211*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 14 to 31 form part of these financial statements.

NORWICH ARTS CENTRE LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 01329092

BALANCE SHEET
AS AT 31 MARCH 2023

	Note		2023 £		*2022 £*
Fixed assets					
Tangible assets	12		**516,934**		*620,221*
Investments	13		**2**		*2*
			516,936		*620,223*
Current assets					
Stocks		**18,770**		*8,091*	
Debtors	14	**24,664**		*26,512*	
Cash at bank and in hand		**130,909**		*203,754*	
		174,343		*238,357*	
Creditors: amounts falling due within one year	15	**(134,863)**		*(154,369)*	
Net current assets			**39,480**		*83,988*
Total assets less current liabilities			**556,416**		*704,211*
Total net assets			**556,416**		*704,211*

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

	Note	2023 £	2022 £
Charity funds			
Restricted funds	16	**484,215**	*584,310*
Unrestricted funds	16	**72,201**	*119,901*
Total funds		**556,416**	*704,211*

The company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

S Forster
Chair

Date: 3 October 2023

The notes on pages 14 to 31 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
Cash flows from operating activities		
Net cash used in operating activities	**(63,449)**	*126,219*
Cash flows from investing activities		
Purchase of tangible fixed assets	**(9,396)**	*(36,815)*
Net cash used in investing activities	**(9,396)**	**(36,815)**
Change in cash and cash equivalents in the year	**(72,845)**	**89,404**
Cash and cash equivalents at the beginning of the year	**203,754**	*114,350*
Cash and cash equivalents at the end of the year	**130,909**	*203,754*

The notes on pages 14 to 31 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1. General information

The company is a company limited by guarantee, incorporated in England and Wales. The registered office is 51 St Benedict's Street, Norwich, Norfolk, NR2 4PG. The registered company number is 01329092. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Norwich Arts Centre Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Company status

The company is a company limited by guarantee. the members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2.3 Going concern

The Trustees have considered the Charity's position at the time of signing the financial statements, and in particular the effects of economic uncertainty and inflation, as described in more detail in the Trustees' Report. Having considered a range of scenarios, together with the range of measures the Trustees could take to further manage costs should the need arise, the Trustees are confident that the Charity is well positioned to weather any further challenges presented and to continue to deliver its services. The Charity continues to receive the NPO grant amounting to £185k per annum which is in place for the next three years from April 2023 to March 2026.

Based on this, the Trustees have concluded that they are confident that the Charity will have adequate resources to continue in operational existence for the foreseeable future, being at least twelve months from the date of signing these financial statements, and they therefore continue to adopt the going concern basis of accounting in preparing these financial statements.

2. Accounting policies (continued)

2.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.5 Expenditure

Expenditure is recognised on an accruals basis once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold property	- 31 years straight line
Long-term leasehold property	- 31 years straight line
Freehold land	- Not depreciated
General equipment	- 1-7 years straight line

2.7 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.10 Cash at bank and in hand

Cash at bank and 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.

2. Accounting policies (continued)

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.12 Financial instruments

The company 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.14 Pensions

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

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Arts Council England - National Portfolio Organisation	185,421	-	**185,421**
Donations	22,477	-	**22,477**
Local authority grants	44,437	-	**44,437**
Arts Council England - Other	-	2,892	**2,892**
Total 2023	252,335	2,892	**255,227**

	Unrestricted funds 2022 £	*Restricted funds 2022 £*	*Total funds 2022 £*
Arts Council England - National Portfolio Organisation	*185,421*	-	*185,421*
Donations	*19,290*	-	*19,290*
Local authority grants	*44,437*	-	*44,437*
Arts Council England - Other	*49,738*	*59,511*	*109,249*
Total 2022	*298,886*	*59,511*	*358,397*

4. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £
Box office income	388,704	**388,704**
Premises hire	20,425	**20,425**
Other income	24,294	**24,294**
Total 2023	433,423	**433,423**

4. Income from charitable activities (continued)

	Unrestricted funds 2022 £	*Total funds 2022 £*
Box office income	*240,059*	*240,059*
Premises hire	*12,460*	*12,460*
Insurance - loss of earnings	*3,170*	*3,170*
Other income	*18,829*	*18,829*
Total 2022	*274,518*	*274,518*

5. Income from other trading activities

	Unrestricted funds 2023 £	**Total funds 2023 £**
Cafe Bar sales	233,862	**233,862**
Corporate sponsorship	13,500	**13,500**
Other fundraising income	8,795	**8,795**
The Halls Bar sales	29,071	**29,071**
	285,228	**285,228**

	Unrestricted funds 2022 £	*Total funds 2022 £*
Cafe Bar sales	*149,137*	*149,137*
Other fundraising income	*6,185*	*6,185*
	155,322	*155,322*

6. Other incoming resources

	Total funds 2023 £
Covid-19 Grant	-
Coronavirus Job Retention Scheme income	-
Total 2023	-

	Unrestricted funds 2022 £	*Total funds 2022 £*
Covid-19 Grant	*27,500*	*27,500*
Coronavirus Job Retention Scheme Income	*35,859*	*35,859*
Total 2022	*63,359*	*63,359*

During the previous financial year, the Charity received exceptional government funding as part of the Coronavirus Job Retention Scheme. Funding represents the costs of employing certain staff unable to carry out their duties as a result of the coronavirus crisis.

7. Expenditure on raising funds

Fundraising trading expenses

	Unrestricted funds 2023 £	Total funds 2023 £
Cafe Bar purchases	92,507	**92,507**
The Halls Bar purchases	18,595	**18,595**
Staff costs	145,250	**145,250**
	256,352	**256,352**

7. Expenditure on raising funds (continued)

Fundraising trading expenses (continued)

	Unrestricted funds 2022 £	*Total funds 2022 £*
Cafe Bar purchases	*60,249*	*60,249*
Staff costs	*56,408*	*56,408*
	116,657	*116,657*

8. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	**Support costs 2023 £**	**Total funds 2023 £**
Charitable activities	484,111	381,210	**865,321**

	Activities undertaken directly 2022 £	*Support costs 2022 £*	*Total funds 2022 £*
Charitable activities	*408,087*	*352,902*	*760,989*

8. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Direct costs 2023 £	Total funds 2023 £
Staff costs	155,188	**155,188**
Technical costs	11,088	**11,088**
Equipment & materials	12,546	**12,546**
Security	17,638	**17,638**
Training	965	**965**
Travel & subsistence	8,388	**8,388**
Performer fees & expenses	246,413	**246,413**
Performer Rights Society	5,540	**5,540**
Bank charges	12,787	**12,787**
Online ticket sales expenses	13,558	**13,558**
	484,111	**484,111**

	Direct costs 2022 £	*Total funds 2022 £*
Staff costs	*149,349*	*149,349*
Technical costs	*12,383*	*12,383*
Equipment & materials	*10,933*	*10,933*
Security	*21,253*	*21,253*
Training	*5,038*	*5,038*
Travel & subsistence	*10,874*	*10,874*
Performer fees & expenses	*169,100*	*169,100*
Performer Rights Society	*6,808*	*6,808*
Bank charges	*11,184*	*11,184*
Online ticket sales expenses	*11,165*	*11,165*
	408,087	*408,087*

8. Analysis of expenditure by activities (continued)

Analysis of support costs

	Support costs 2023 £	Total funds 2023 £
Staff costs	114,221	**114,221**
Cleaning	11,272	**11,272**
Rent and rates	25,069	**25,069**
Insurances	10,731	**10,731**
Heat, light and water	29,149	**29,149**
Office costs and admin	26,092	**26,092**
Legal and professional	3,720	**3,720**
Advertising	10,875	**10,875**
Other building charges	12,922	**12,922**
Irrecoverable VAT	124,571	**124,571**
Depreciation	12,588	**12,588**
	381,210	**381,210**

	Support costs 2022 £	*Total funds 2022 £*
Staff costs	*110,742*	*110,742*
Cleaning	*8,677*	*8,677*
Rent and rates	*23,356*	*23,356*
Insurances	*9,008*	*9,008*
Heat, light and water	*17,421*	*17,421*
Office costs and admin	*16,502*	*16,502*
Legal and professional	*7,419*	*7,419*
Advertising	*9,149*	*9,149*
Other building charges	*24,932*	*24,932*
Irrecoverable VAT	*113,919*	*113,919*
Depreciation	*11,777*	*11,777*
	352,902	*352,902*

9. Independent examiner's remuneration

	2023 £	2022 £
Fees payable to the company's independent examiner for the independent examination of the company's annual accounts	**3,300**	*3,000*
All other services not included above	**1,670**	*1,000*

10. Staff costs

	2023 £	2022 £
Wages and salaries	**384,259**	*290,979*
Social security costs	**26,554**	*21,759*
Contribution to defined contribution pension schemes	**3,846**	*3,761*
	414,659	*316,499*

The average number of persons employed by the company during the year was as follows:

	2023 No.	2022 No.
Employees	**22**	*22*

No employee received remuneration amounting to more than £60,000 in either year.

Key management personnel includes the Trustees, the Director, the General Manager and the Finance Manager. The total amount of employee benefits received by key management personnel for their services was £132,069 (2022: £126,299).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2022 - £NIL)*.

During the year ended 31 March 2023, expenses totalling £78 were reimbursed or paid directly to 1 Trustee *(2022 - £NIL)*.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

12. Tangible fixed assets

	Freehold property £	Long-term leasehold property £	Freehold land £	General equipment £	Total £
Cost					
At 1 April 2022	**381,034**	**254,384**	**7,033**	**969,154**	**1,611,605**
Additions	**-**	**-**	**-**	**9,396**	**9,396**
At 31 March 2023	**381,034**	**254,384**	**7,033**	**978,550**	**1,621,001**
Depreciation					
At 1 April 2022	**282,706**	**207,522**	**-**	**501,156**	**991,384**
Charge for the year	**12,291**	**5,857**	**-**	**94,535**	**112,683**
At 31 March 2023	**294,997**	**213,379**	**-**	**595,691**	**1,104,067**
Net book value					
At 31 March 2023	**86,037**	**41,005**	**7,033**	**382,859**	**516,934**
At 31 March 2022	*98,328*	*46,862*	*7,033*	*467,998*	*620,221*

13. Fixed asset investments

	Shares in group undertaking £
Cost	
At 1 April 2022	**2**
At 31 March 2023	**2**

Principal subsidiaries

The following was a subsidiary undertaking of the company:

Name	Company number	Principal activity	Holding	Included in consolidation
NAC Cafe Bar Limited	03716749	Dormant	100%	Yes

The financial results of the subsidiary for the year were:

Name	Net assets £
NAC Cafe Bar Limited	**2**

14. Debtors

	2023 £	*2022 £*
Due within one year		
Trade debtors	**12,251**	*6,235*
Other debtors	**-**	*3,320*
Prepayments and accrued income	**12,413**	*16,957*
	24,664	*26,512*

15. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	**14,039**	*19,788*
Other taxation and social security	**14,807**	*10,862*
Other creditors	**-**	*1,319*
Accruals and deferred income	**106,017**	*122,400*
	134,863	*154,369*

	2023 £
Deferred income at 1 April 2022	**117,009**
Resources deferred during the year	**104,179**
Amounts released from previous periods	**(117,009)**
	104,179

Deferred income is in relation to advance ticket sales and events taking place after the financial year end.

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Balance at 31 March 2023 £
Unrestricted funds				
General funds	**119,901**	**970,986**	**(1,018,686)**	**72,201**
Restricted funds				
Restricted funds	**584,310**	**2,892**	**(102,987)**	**484,215**
Total of funds	**704,211**	**973,878**	**(1,121,673)**	**556,416**

Statement of funds - prior year

	Balance at 1 April 2021 £	*Income £*	*Expenditure £*	*Transfers in/out £*	*Balance at 31 March 2022 £*
Unrestricted funds					
General funds	*94,250*	*792,085*	*(786,735)*	*20,301*	*119,901*
Restricted funds					
Restricted funds	*636,011*	*59,511*	*(90,911)*	*(20,301)*	*584,310*
Total of funds	*730,261*	*851,596*	*(877,646)*	-	*704,211*

Restricted funds represent funds received from the lottery and Arts Council for improvements to buildings and facilities.

17. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	32,719	484,215	**516,934**
Fixed asset investments	2	-	**2**
Current assets	174,343	-	**174,343**
Creditors due within one year	(134,863)	-	**(134,863)**
Total	72,201	484,215	**556,416**

Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	*Restricted funds 2022 £*	*Total funds 2022 £*
Tangible fixed assets	*35,911*	*584,310*	*620,221*
Fixed asset investments	*2*	-	*2*
Current assets	*238,357*	-	*238,357*
Creditors due within one year	*(154,369)*	-	*(154,369)*
Total	*119,901*	*584,310*	*704,211*

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net expenditure for the year (as per Statement of Financial Activities)	**(147,795)**	*(26,050)*
Adjustments for:		
Depreciation charges	**112,683**	*102,688*
Increase in stocks	**(10,679)**	*(3,701)*
Decrease in debtors	**1,848**	*9,791*
Increase/(decrease) in creditors	**(19,506)**	*43,491*
Net cash provided by/(used in) operating activities	**(63,449)**	*126,219*

19. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	**130,909**	*203,754*
Total cash and cash equivalents	**130,909**	*203,754*

20. Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	**203,754**	**(72,845)**	**130,909**

21. Pension commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £3,846 (2022: £3,761). Contributions totalling £Nil (2022: £1,319) were payable to the fund at the balance sheet date and are included in other creditors.

22. Operating lease commitments

At 31 March 2023 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023 £	*2022* *£*
Not later than 1 year	**17,000**	*17,313*
Later than 1 year and not later than 5 years	**17,000**	-
	34,000	*17,313*

23. Related party transactions

During the year, the company made sales of £570 (2022: £494) and incurred purchases of £3,660 (2022: £3,650) in relation to services provided to and from LJ Hope Productions, of which Lucy Farrant is sole proprietor. The balance due at the year end was £Nil (2022: £Nil). The company also made purchases of £Nil (2022: £100) from Lucy Farrant.

During the year, the company incurred purchases of £Nil (2022: £2,900) with Luke Wright. The balance due at the year end was £Nil (2022: £Nil).

During the year, the company incurred purchases of £2,150 (2022: £575) in relation to services provided from Maria Uzor. The balance due at the year end was £Nil (2022: £Nil).

All transactions were made at an open market basis.

During the year, the Director received an unsecured interest free loan of £1,000 from the company. At the financial year end, the balance due to the company from the Director amounted to £1,481 (2022: £461).

NORWICH ARTS CENTRE LIMITED

England & Wales - Charity number 274803

Accounts

Registered number: 01329092
Charity number: 274803

NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

NORWICH ARTS CENTRE LIMITED
(A company limited by guarantee)

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NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2022

Trustees	R Drury L Farrant M Figura S Forster K Radley (appointed 1 September 2022) G Tucker M Uzor K J Went L Wright
Company registered number	01329092
Charity registered number	274803
Registered office	51 St Benedict's Street Norwich Norfolk NR2 4PG
Company secretary	L Wright
Accountants	Larking Gowen LLP Chartered Accountants King Street House 15 Upper King Street Norwich NR3 1RB
Bankers	Barclays Bank plc Small business banking Leicester LE87 2BR

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their annual report together with the financial statements of the company for the 1 April 2021 to 31 March 2022. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The principal activity of the company is the promotion, improvement and advancement of the arts, with particular relevance to the community in Norfolk and Norwich, and the provision of facilities in the interest of social education for recreation or other leisure time occupation.

Norwich Arts Centre employs the Director, together with a number of full and part time staff involved in education, promotion, catering and administration.

The subsidiary, NAC Cafe Bar Limited, was dormant this year so made neither profit nor loss as the activities of the subsidiary have been incorporated into the activities of the parent charity.

b. Report from the Chair for the year ended 31 March 2022

‘this is one of the best arts centre’s in the country’ *Benjamin Zephaniah*

It is with optimism, admittedly cautious optimism but optimism nevertheless, that I write this to sum up the year and welcome the coming one.

Despite some opening-up and the reduction of some restrictions, the year was still overshadowed by the pandemic and its effects on business. Even when restrictions were not in place there were still event cancellations as performers struggled to cope with uncertainty and that sometimes government guidelines became unclear. New Brexit visa requirements also led to a backlog leading to some overseas performers being unable to fulfil their UK tours.

The management and staff again rose to all the challenges thrown their way admirably. The increased reserves position (from the previous year’s all time high) is strong evidence of Director Pasco-Q Kevlin, General Manager Bradley Glasspoole, Finance Manager Jayne Steward and their team’s ability to manage, build and maintain a strong financial and operational structure. One further result of this was that unlike many other venues we never had to cancel any event because we were unable to staff it. This is testament to the operational staff team that has been established, who have been willing to step in and cover shifts, sometimes at very short notice.

We continued in lockdown until May, obliged to stage only socially distanced events through much of June and July with the first full capacity event held on 21 July with Seasick Steve, supported by The Music Venues Trust. This was a huge sold out success and proved that there was still a keen market for live performance.

During periods of restricted audience numbers we continued our series of streamed events which drew praise from many quarters for their excellent visual and audio quality.

Objectives and activities (continued)

Even after the removal of restrictions (and continuing to the present) non attendance from ticketholders was another issue faced by the industry, with some sources claiming a national average of 10%. While few, if any asked for refunds it nevertheless had an effect on bar sales.

We have continued to explore and expand a number of partnerships with organisations including Norwich City Council. This has resulted in NAC programming and running more events at The Halls, many of them sell outs including Dr John Cooper Clarke and John Grant. It is hoped that we can extend this partnership in the coming year, including expanding it into other areas of The Halls' operation.

We continued to support artists (many of whom had a really difficult year as the continuing pandemic crippled touring plans) and commissioned new work including a new play MUCK by East Anglia/London theatre company Fen City Players. This was selected for London's Come What May Festival. Amongst others supported were musicians Polly Wright, Sink Ya Teeth, The Birds of Hell/Pete Murdoch, Roger Eno and The Neutrinos. The latter were invited to take their show Darkroom (developed in partnership with UEA's Tyndall Centre for Climate Change) to November's COP26 in Glasgow and debuted their new sound and light experience LightHaus at the 2022 LoveLight Festival.

The few remaining elements of the capital scheme were completed successfully and enthusiastically welcomed by our customers and partners. Indeed, at his sold-out gig in August, poet, musician, actor and broadcaster Benjamin Zephaniah said from the stage 'I love it here, I love what's been done to the place, this is one of the best arts centre's in the country'!

We successfully submitted an amended business plan to Arts Council England for a one-year extension to our National Portfolio agreement although we need to reapply for 2023 – 2026. Writing in November 2022 I can confirm that this application has been successful, significantly reducing the risks for that period.

The network of board sub committees has extended with mixed board and staff membership and these continue to support staff with discussion and expert advice. The board itself has continued to bring in a more diverse membership and is becoming much more representative of the work NAC presents.

NAC has also developed a list of patrons who will lend their names and regularly support us in various ways. At year's end this list included comedian, actor and writer Adam Buxton, musician and composer Roger Eno, multi award winning theatre makers Sh!t Theatre, BBC broadcaster and radio producer Amy Nomvula and artist David Shenton.

Norwich Arts Centre maintains a strong commitment to what we see as our most valuable asset, our committed, enthusiastic, knowledgeable and loyal workforce. While we accept we cannot pay salaries to a level we would ideally like to, as a caring employer we are committed to pay the living wage as a minimum and increase salaries as much as we prudently can.

Financially we are in a reasonably strong position, the best the organisation has ever enjoyed - although we are expecting 2022/3 to produce further operational challenges. But then when does a year not in the arts?

I sincerely believe that the enviable reputation that has been generated by NAC over the past 40+ years continues to be significantly strengthened and it continues to be a pleasure to greet both returning and new audiences who continue to be overwhelmingly enthusiastic and appreciative.

I should also like to thank my fellow trustees for their continued support, foresight and efforts throughout the year.

Objectives and activities (continued)

At the year's end, while not wishing to be overconfident I do feel that NAC is in good shape to face the future. Thanks to the capital project we have a building that offers unrivalled access for performers and audiences alike and is one of the most sustainable in the country in terms of energy use and carbon footprint reduction.

Stephen A Forster, Chair

a. Fundraising activities and income generation

Norwich Arts Centre does not undertake conventional charitable fundraising activities, it does not have any third-party fundraisers acting on its behalf and has not received any complaints about its fundraising activity over the last year.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

The notes to the financial statements show the assets and liabilities attributable to the various funds by type.

At the 31 March 2022 total funds amounted to £704,211 (2021: £730,261). The charity has unrestricted reserves of £119,901 (2021: £94,250) and restricted reserves of £584,310 (2021: £636,011). The free reserves of the charity at 31 March 2022 (being the unrestricted current assets less unrestricted current liabilities) amount to £83,988 (2021: £24,846).

The trustee's ongoing policy is to maintain a sufficient level of reserves so as to enable the Arts Centre to meet its commitments as they fall due. In addition the trustees have recognised that sufficient reserves need to be maintained to meet any potential redundancy payments that may be needed for employees should the Centre be forced to close. In the opinion of the trustees the current level of free reserves is sufficient to meet these liabilities.

c. Financial review

Total income for the year ended 31 March 2022 was £851,596 compared to £609,951 for the previous year. Included within income was £63,359 of COVID funding, largely being from the Coronavirus Job Retention Scheme (2021: £179,804). Expenditure of £877,646 was incurred in this financial year (2021: £519,173). This has decreased the total funds held by the charity to £704,211 at 31 March 2022, compared to £730,261 at 31 March 2021.

Structure, governance and management

a. Constitution

Norwich Arts Centre Limited is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 19 May 1977.

The company is constituted under a Memorandum of Association dated 19 May 1977 and is a registered charity number 274803.

The charitable objects are to promote, maintain, improve and advance the arts, especially those activities which seek to make the arts relevant to the community with particular reference to the county of Norfolk and the city of Norwich and the provision of facilities in the interest of social education with the object of improving the conditions of life of those persons for whom such facilities are primarily intended.

b. Methods of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

The members of the Company appoint the Council of Management. One third of the board retires annually, on a rotation basis. Retiring members may stand for re-election.

c. Policies adopted for the induction and training of Trustees

The charity trustees will make available to each new charity trustee, on or before his or her first appointment:

(a) a copy of the current version of the Articles of Association;
(b) a copy of the latest Trustees' Annual Report and statement of accounts; and
(c) are made aware of the guidance available at Charity Commission including CC3 'The essential trustee'.

d. Pay policy for key management personnel

Salaries for all NAC employees are decided by a wages sub committee consisting of the Chair, Treasurer and one other board member. Advised by the Director, General Manager and Finance Manager. Factors considered by the sub committee include trading position and reserves, current inflation/cost of living and market forces in our industry.

Structure, governance and management (continued)

e. Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

Key risks are identified in our business plan as:

- Lower than forecast ticket income is managed with weekly/monthly and quarterly monitoring, increasing efficiency and adjusting staffing levels as appropriate.
- Grant income from Arts Council England and other regular funding bodies falling below expected levels, managed by ongoing research into other sources of funding, investigations into diversifying into new markets and close monitoring of income expectations. Currently ACE income is decided on a 3 year basis via their National Portfolio Organisation programme.
- Insufficient reserves at end of financial year, managed with quarterly accounts forecasts, monitoring actuals against budget forecast. Re-forcasting where necessary and adjusting expenditure as a result. Increasing efficiency and adjusting staffing levels as appropriate.
- Resignation/loss for other reason of Director/key personnel managed by ongoing strength of staff structure and ensuring that a deputising and succession plan is in place. Board is sufficiently ‘fleet of foot’ to act quickly on recruitment.
- National emergency (ie Covid) managed by swift action by Senior Management Team and Board to react to changing circumstances and follow government advice. Maximising use of government assistance (ie furlough schemes). Adjusting trading plans as required by government and budgetary forecasts and business plan as appropriate.

Plans for future periods

Norwich Arts Centre is in a good position to face the next three years with some level of confidence, we have secured our National Portfolio Organisation investment from Arts Council England, our experienced core team remains in place, the building is in excellent condition, relationships with artists and the creative community are strong, our audiences continue to trust us and we all have the passion to continue to do what we love.

Finance will continue to be the central focus for every small cultural organisation in the country, but we have experienced personnel and tested systems in place to allow us to move forward with a level of confidence. We are in the process of taking on the responsibility to run another events-based bar in a venue in the city, which will help our contributed income generation. We have retained our sponsorship relationship with a local brewery.

We will continue in all areas of our artistic talent development to regularly support new work to be created, produced, toured, and enjoyed by audiences.

Our programme of events will continue to be amongst the most exciting in our region, always trying to ensure on a month by month there is something that is affordable for everyone in the community we serve.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the company 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).

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Statement of Trustees' responsibilities (CONTINUED)

Company law requires the Trustees to prepare financial statements for each financial . 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 company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

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

Approved by order of the members of the board of Trustees and signed on their behalf by:

Stephen A Forster
Chair

Date: 15 December 2022

INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Independent examiner's report to the Trustees of Norwich Arts Centre Limited ('the company')

I report to the charity Trustees on my examination of the accounts of the company for the year ended 31 March 2022.

Responsibilities and basis of report

As the Trustees of the company (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the company's accounts carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

INDEPENDENT EXAMINER'S REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

This report is made solely to the company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and the company's Trustees as a body, for my work or for this report.

Giles Kerkham FCA DChA (Senior statutory auditor)

Larking Gowen LLP
Chartered Accountants
Norwich
Date: 19 December 2022

NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Income from:					
Donations and legacies:	3				
Grants		**279,596**	**59,511**	**339,107**	*401,932*
Other donations and legacies		**19,290**	**-**	**19,290**	*6,279*
Charitable activities	4	**274,518**	**-**	**274,518**	*19,190*
Other trading activities	5	**155,322**	**-**	**155,322**	*2,746*
Other income	6	**63,359**	**-**	**63,359**	*179,804*
Total income		**792,085**	**59,511**	**851,596**	*609,951*
Expenditure on:					
Raising funds	7	**116,657**	**-**	**116,657**	*53,837*
Charitable activities		**670,078**	**90,911**	**760,989**	*465,336*
Total expenditure		**786,735**	**90,911**	**877,646**	*519,173*
Net income/(expenditure)		**5,350**	**(31,400)**	**(26,050)**	*90,778*
Transfers between funds	16	**20,301**	**(20,301)**	**-**	*-*
Net movement in funds		**25,651**	**(51,701)**	**(26,050)**	*90,778*
Reconciliation of funds:					
Total funds brought forward		**94,250**	**636,011**	**730,261**	*639,483*
Net movement in funds		**25,651**	**(51,701)**	**(26,050)**	*90,778*
Total funds carried forward		**119,901**	**584,310**	**704,211**	*730,261*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 14 to 31 form part of these financial statements.

NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)
REGISTERED NUMBER: 01329092

BALANCE SHEET
AS AT 31 MARCH 2022

	Note		2022 £		*2021 £*
Fixed assets					
Tangible assets	12		**620,221**		*686,094*
Investments	13		**2**		*2*
			620,223		*686,096*
Current assets					
Stocks		**8,091**		*4,390*	
Debtors	14	**26,512**		*32,983*	
Cash at bank and in hand		**203,754**		*114,350*	
		238,357		*151,723*	
Creditors: amounts falling due within one year	15	**(154,369)**		*(107,558)*	
Net current assets			**83,988**		*44,165*
Total assets less current liabilities			**704,211**		*730,261*
Total net assets			**704,211**		*730,261*

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

	Note	2022 £	*2021 £*
Charity funds			
Restricted funds	16	**584,310**	*636,011*
Unrestricted funds	16	**119,901**	*94,250*
Total funds		**704,211**	*730,261*

The company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

S Forster
Chair

Date: 15 December 2022

The notes on pages 14 to 31 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	2022 £	*2021* *£*
Cash flows from operating activities		
Net cash used in operating activities	**126,219**	*212,817*
Cash flows from investing activities		
Purchase of tangible fixed assets	**(36,815)**	*(171,603)*
Net cash used in investing activities	**(36,815)**	**(171,603)**
Change in cash and cash equivalents in the year	**89,404**	**41,214**
Cash and cash equivalents at the beginning of the year	**114,350**	*73,136*
Cash and cash equivalents at the end of the year	**203,754**	*114,350*

The notes on pages 14 to 31 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. General information

The company is a company limited by guarantee, incorporated in England and Wales. The registered office is 51 St Benedict's Street, Norwich, Norfolk, NR2 4PG. The registered company number is 01329092. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Norwich Arts Centre Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Company status

The company is a company limited by guarantee. the members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2.3 Going concern

The Trustees have considered the Charity's position at the time of signing the financial statements, and in particular the effects of economic uncertainty and inflation, as described in more detail in the Trustees' Report. Having considered a range of scenarios, together with the range of measures the Trustees could take to further manage costs should the need arise, the Trustees are confident that the Charity is well positioned to weather any further challenges presented and to continue to deliver its services.

Based on this, the Trustees have concluded that they are confident that the Charity will have adequate resources to continue in operational existence for the foreseeable future, being at least twelve months from the date of signing these financial statements, and they therefore continue to adopt the going concern basis of accounting in preparing these financial statements.

2. Accounting policies (continued)

2.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.5 Expenditure

Expenditure is recognised on an accruals basis once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset’s use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold property	- 31 years straight line
Long-term leasehold property	- 31 years straight line
Freehold land	- Not depreciated
General equipment	- 1-7 years straight line

2.7 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.10 Cash at bank and in hand

Cash at bank and 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.

2. Accounting policies (continued)

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.12 Financial instruments

The company 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.14 Pensions

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

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Art Council England East	235,159	59,511	**294,670**
Donations	19,290	-	**19,290**
Local authority grants	44,437	-	**44,437**
Total 2022	298,886	59,511	**358,397**

	Unrestricted funds 2021 £	*Restricted funds 2021 £*	*Total funds 2021 £*
Arts Council England East	*227,921*	*115,517*	*343,438*
Donations	*6,279*	*-*	*6,279*
Local authority grants	*58,494*	*-*	*58,494*
Total 2021	*292,694*	*115,517*	*408,211*

4. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £
Box office income	240,059	**240,059**
Premises hire	12,460	**12,460**
Insurance - loss of earnings	3,170	**3,170**
Other income	18,829	**18,829**
Total 2022	274,518	**274,518**

4. Income from charitable activities (continued)

	Unrestricted funds 2021 £	*Total funds 2021 £*
Box office income	*4,194*	*4,194*
Premises hire	-	-
Insurance - loss of earnings	*13,870*	*13,870*
Other income	*1,126*	*1,126*
Total 2021	*19,190*	*19,190*

5. Income from other trading activities

Income from fundraising events

	Unrestricted funds 2022 £	**Total funds 2022 £**
Cafe Bar sales	149,137	**149,137**
Other fundraising income	6,185	**6,185**
	155,322	**155,322**

	Unrestricted funds 2021 £	*Total funds 2021 £*
Cafe Bar sales	*1,846*	*1,846*
Other fundraising income	*900*	*900*
	2,746	*2,746*

6. Other incoming resources

	Unrestricted funds 2022 £	Total funds 2022 £
Covid-19 Grant	27,500	**27,500**
Coronavirus Job Retention Scheme income	35,859	**35,859**
Total 2022	63,359	**63,359**

During the current and previous financial year, the Charity received exceptional government funding as part of the Coronavirus Job Retention Scheme. Funding represents the costs of employing certain staff unable to carry out their duties as a result of the coronavirus crisis.

	Unrestricted funds 2021 £	*Total funds 2021 £*
Covid-19 Grant	*27,000*	*27,000*
Coronavirus Job Retention Scheme Income	*152,804*	*152,804*
Total 2021	*179,804*	*179,804*

7. Expenditure on raising funds

Fundraising trading expenses

	Unrestricted funds 2022 £	Total funds 2022 £
Cafe Bar purchases	60,249	**60,249**
Staff costs	56,408	**56,408**
	116,657	**116,657**

7. Expenditure on raising funds (continued)

Fundraising trading expenses (continued)

	Unrestricted funds 2021	*Total funds 2021*
	£	*£*
Cafe Bar purchases	*4,600*	*4,600*
Staff costs	*49,237*	*49,237*
	53,837	*53,837*

8. Analysis of expenditure by activities

	Activities undertaken directly 2022	**Support costs 2022**	**Total funds 2022**
	£	**£**	**£**
Charitable activities	408,087	352,902	**760,989**

	Activities undertaken directly 2021	*Support costs 2021*	*Total funds 2021*
	£	*£*	*£*
Charitable activities	*200,820*	*264,516*	*465,336*

8. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Direct costs 2022 £	Total funds 2022 £
Staff costs	149,349	**149,349**
Technical costs	12,383	**12,383**
Equipment & materials	10,933	**10,933**
Security	21,253	**21,253**
Training	5,038	**5,038**
Travel & subsistence	10,874	**10,874**
Performer fees & expenses	169,100	**169,100**
Performer Rights Society	6,808	**6,808**
Bank charges	11,184	**11,184**
Online ticket sales expenses	11,165	**11,165**
	408,087	**408,087**

	Direct costs 2021 £	*Total funds 2021 £*
Staff costs	*151,194*	*151,194*
Technical costs	*5,788*	*5,788*
Equipment & materials	*1,818*	*1,818*
Security	*8,797*	*8,797*
Training	*1,146*	*1,146*
Travel & subsistence	*1,115*	*1,115*
Performer fees & expenses	*20,805*	*20,805*
Performer Rights Society	*4,800*	*4,800*
Bank charges	*3,365*	*3,365*
Online ticket sales expenses	*1,992*	*1,992*
	200,820	*200,820*

8. Analysis of expenditure by activities (continued)

Analysis of support costs

	Support costs 2022 £	Total funds 2022 £
Staff costs	110,742	**110,742**
Cleaning	8,677	**8,677**
Rent and rates	23,356	**23,356**
Insurances	9,008	**9,008**
Heat, light and water	17,421	**17,421**
Office costs and admin	16,502	**16,502**
Legal and professional	7,419	**7,419**
Advertising	9,149	**9,149**
Other building charges	24,932	**24,932**
Irrecoverable VAT	113,919	**113,919**
Depreciation	11,777	**11,777**
	352,902	**352,902**

	Support costs 2021 £	*Total funds 2021 £*
Staff costs	*83,022*	*83,022*
Cleaning	*684*	*684*
Rent and rates	*22,735*	*22,735*
Insurances	*7,928*	*7,928*
Heat, light and water	*8,462*	*8,462*
Office costs and admin	*10,558*	*10,558*
Legal and professional	*3,630*	*3,630*
Advertising	*660*	*660*
Other building charges	*23,135*	*23,135*
Irrecoverable VAT	*96,370*	*96,370*
Depreciation	*7,332*	*7,332*
	264,516	*264,516*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

9. Independent examiner's remuneration

	2022 £	2021 £
Fees payable to the company's independent examiner for the independent examination of the company's annual accounts	**3,000**	*2,750*
All other services not included above	**1,000**	*250*

10. Staff costs

	2022 £	2021 £
Wages and salaries	**290,979**	*260,859*
Social security costs	**21,759**	*17,562*
Contribution to defined contribution pension schemes	**3,761**	*5,032*
	316,499	*283,453*

The average number of persons employed by the company during the year was as follows:

	2022 No.	2021 No.
Employees	**22**	*18*

No employee received remuneration amounting to more than £60,000 in either year.

Key management personnel includes the Trustees, the Director, the General Manager and the Finance Manager. The total amount of employee benefits received by key management personnel for their services was £126,299 (2021: £119,369).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2021 - £NIL)*.

During the year ended 31 March 2022, no Trustee expenses have been reimbursed *(2021 - £NIL)*.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

12. Tangible fixed assets

	Freehold property £	Long-term leasehold property £	Freehold land £	General equipment £	Total £
Cost					
At 1 April 2021	**381,034**	**254,384**	**7,033**	**932,339**	**1,574,790**
Additions	**-**	**-**	**-**	**36,815**	**36,815**
At 31 March 2022	**381,034**	**254,384**	**7,033**	**969,154**	**1,611,605**
Depreciation					
At 1 April 2021	**270,414**	**201,665**	**-**	**416,617**	**888,696**
Charge for the year	**12,292**	**5,857**	**-**	**84,539**	**102,688**
At 31 March 2022	**282,706**	**207,522**	**-**	**501,156**	**991,384**
Net book value					
At 31 March 2022	**98,328**	**46,862**	**7,033**	**467,998**	**620,221**
At 31 March 2021	*110,620*	*52,719*	*7,033*	*515,722*	*686,094*

13. Fixed asset investments

	Shares in group undertaking £
Cost	
At 1 April 2021	**2**
At 31 March 2022	**2**

Principal subsidiaries

The following was a subsidiary undertaking of the company:

Name	Company number	Principal activity	Holding	Included in consolidation
NAC Cafe Bar Limited	03716749	Dormant	100%	Yes

The financial results of the subsidiary for the year were:

Name	Net assets £
NAC Cafe Bar Limited	**2**

14. Debtors

	2022 £	*2021 £*
Due within one year		
Trade debtors	**6,235**	*5,544*
Other debtors	**3,320**	*1,742*
Prepayments and accrued income	**16,957**	*25,697*
	26,512	*32,983*

15. Creditors: Amounts falling due within one year

	2022 £	*2021* *£*
Trade creditors	**19,788**	*11,692*
Other taxation and social security	**10,862**	*6,631*
Other creditors	**1,319**	*1,188*
Accruals and deferred income	**122,400**	*88,047*
	154,369	*107,558*

	2022 £
Deferred income at 1 April 2021	**82,954**
Resources deferred during the year	**117,009**
Amounts released from previous periods	**(82,954)**
	117,009

Deferred income is in relation to advance ticket sales and events taking place after the financial year end.

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Unrestricted funds					
General funds	**94,250**	**792,085**	**(786,735)**	**20,301**	**119,901**
Restricted funds					
Restricted funds	**636,011**	**59,511**	**(90,911)**	**(20,301)**	**584,310**
Total of funds	**730,261**	**851,596**	**(877,646)**	**-**	**704,211**

Statement of funds - prior year

	Balance at 1 April 2020 £	*Income £*	*Expenditure £*	*Balance at 31 March 2021 £*
Unrestricted funds				
General funds	*28,681*	*494,434*	*(428,865)*	*94,250*
Restricted funds				
Restricted funds	*610,802*	*115,517*	*(90,308)*	*636,011*
Total of funds	*639,483*	*609,951*	*(519,173)*	*730,261*

Restricted funds represent funds received from the lottery and Arts Council for improvements to buildings and facilities.

The current year transfer reallocates depreciation charged during the prior year.

17. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	35,911	584,310	**620,221**
Fixed asset investments	2	-	**2**
Current assets	238,357	-	**238,357**
Creditors due within one year	(154,369)	-	**(154,369)**
Total	119,901	584,310	**704,211**

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	*Restricted funds 2021 £*	*Total funds 2021 £*
Tangible fixed assets	*69,402*	*616,692*	*686,094*
Fixed asset investments	*2*	-	*2*
Current assets	*132,404*	*19,319*	*151,723*
Creditors due within one year	*(107,558)*	-	*(107,558)*
Total	*94,250*	*636,011*	*730,261*

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	*2021 £*
Net income/expenditure for the year (as per Statement of Financial Activities)	**(26,050)**	*90,778*
Adjustments for:		
Depreciation charges	**102,688**	*97,640*
Decrease/(increase) in stocks	**(3,701)**	*1,296*
Decrease/(increase) in debtors	**9,791**	*(2,878)*
Increase in creditors	**43,491**	*25,981*
Net cash provided by operating activities	**126,219**	*212,817*

19. Analysis of cash and cash equivalents

	2022 £	*2021 £*
Cash in hand	**203,754**	*114,350*
Total cash and cash equivalents	**203,754**	*114,350*

20. Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	**114,350**	**89,404**	**203,754**

21. Pension commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £3,761 (2021: £5,032). Contributions totalling £1,319 (2021: £1,188) were payable to the fund at the balance sheet date and are included in other creditors.

22. Operating lease commitments

At 31 March 2022 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022 £	*2021* *£*
Not later than 1 year	**17,313**	*17,627*
Later than 1 year and not later than 5 years	**-**	*17,313*
	17,313	*34,940*

23. Related party transactions

During the year, the company made sales of £494 (2021: £Nil) and incurred purchases of £3,650 (2021: £Nil) with LJ Hope Productions, of which Lucy Farrant is a Director. The balance due at the year end was £Nil (2021: £Nil). The company also made purchases of £100 (2021: £Nil) from Lucy Farrant.

During the year, the company incurred purchases of £2,900 (2021: £2,100) with Luke Wright. The balance due at the year end was £Nil (2021: £Nil).

During the year, the company incurred purchases of £575 (2021: £Nil) with Maria Uzor. The balance due at the year end was £Nil (2021: £Nil).

At the financial year end, the balance due to the company from the Director amounted to £461 (2021: £Nil).

All transactions were made at an open market basis.

NORWICH ARTS CENTRE LIMITED

England & Wales - Charity number 274803

Accounts

Registered number: 01329092
Charity number: 274803

NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

NORWICH ARTS CENTRE LIMITED
(A company limited by guarantee)

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NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2021

Trustees	R Drury L Farrant M Figura S Forster G Tucker M Uzor K J Went L Wright
Company registered number	01329092
Charity registered number	274803
Registered office	51 St Benedict's Street Norwich Norfolk NR2 4PG
Company secretary	L Wright
Accountants	Larking Gowen LLP Chartered Accountants King Street House 15 Upper King Street Norwich NR3 1RB
Bankers	Barclays Bank plc Small business banking Leicester LE87 2BR

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their annual report together with the financial statements of the company for the year 1 April 2020 to 31 March 2021. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The principal activity of the company is the promotion, improvement and advancement of the arts, with particular relevance to the community in Norfolk and Norwich, and the provision of facilities in the interest of social education for recreation or other leisure time occupation.

Norwich Arts Centre employs the Chief Executive, together with a number of full and part time staff involved in education, promotion, catering and administration.

The subsidiary, NAC Cafe Bar Limited, was dormant this year so made neither profit nor loss as the activities of the subsidiary have been incorporated into the activities of the parent charity.

Report from the Chair for the year ended 31 March 2021

The year was of course dominated internationally by the global pandemic that caused the venue to be closed for almost all of the year and endure very restricted trading when it was allowed to open. This was potentially the most challenging period that a venue such as ours could face but it is of immeasurable credit to Director Pasco-Q Kevlin, General Manager Bradley Glasspoole, Finance Manager Jayne Steward and their team that, for now at least, we are emerging in a strong financial and operational condition.

In many ways we were fortunate in that we had planned to close for a significant proportion of this financial year to complete the capital programme of improvements and refurbishments to the building, funded by Arts Council England’s Small Scale Capital Investment Grant scheme and a successful public fundraising campaign that realised the money needed to release the ACE grant.

As well as providing much improved sound and lighting rigs and complete redecoration of the building, the capital programme was specifically designed to make the building more accessible for both performers and audiences. It also reduced our carbon footprint and additionally aimed to make the organisation as a whole more sustainable by reducing energy usage.

The effects of Covid19 and anticipated expectations following the lifting of restrictions affected the capital project especially around the design and fitting out of bar and toilets to allow distancing and touch free operation where possible. We also used the project as an opportunity to invest in broadcast quality camera equipment. This enabled Norwich Arts Centre to stream events which were staged to distanced audiences and thus to continue to engage wider audiences in our shows. To date our YouTube channel has had around 3,000 views.

We ended the year with a building in much better shape to face the future, a building that offered unrivalled access for performers and audiences alike and one that was at the forefront of carbon footprint reduction. As a

Objectives and activities (continued)

result we were awarded Gold Standard by Norfolk Carbon Charter and Bronze level from 'Accessibility is Everything' – although the latter is expected to be upgraded to at least Silver in the coming year.

The government furlough scheme was a considerable financial help as was our successful applications to ACE and Norwich City Council administrated cultural recovery grants. I'm pleased to say that we were able to apply responsibly for to these funds for amounts that realistically reflected our needs without inflating these.

Furlough allowed us to keep the bulk of the core staff team together who worked hard and flexibly on the days they were taken off furlough to contribute to the work of the organisation. Inevitably there was some restructuring when it became apparent that changed circumstances would dictate that certain roles would become redundant in a changing operational landscape but this was kept to a minimum. For furloughed staff we made up the difference between government funding and full salaries.

The effect of the pandemic on organisations such as ours caused us to review our reserves policy and reset it at a more realistic level to reflect a financial cushion that could cover three months of operation. I am happy to report that the new level of reserves have been met this year.

We also opened as a bar with outdoor seating on Friday and Saturday evenings in the summer, which as well as allowing people into the building and grounds to see the newly equipped and decorated venue provided employment for our bar staff.

As noted above we were only able to stage a selected number of events to a greatly reduced capacity of only 42 people but by streaming these we allowed many more people to see them. At the very end of the year our annual festival of performance, Tilted East, returned (mostly) digitally via our new streaming Home Service YouTube channel. From 26 to 28 March 2021 we showcased work from some of Norfolk's very best performers.

We were still able to support a diverse range of artists throughout the year and amongst those were

- poets Luke Wright and Piers Harrison-Reid,
- writers Mags Chalcraft-Islam, Molly Naylor and James McDermott
- painter Will Teather,
- nonbinary performer Liv,
- musicians Polly Wright, Sink Ya Teeth, The Birds of Hell/Pee Murdoch and Roger Eno
- multi-instrumentalist, actress, singer, writer and educator Anna Mudeka

Our partnerships with organisations such as Young Norfolk Arts Trust, Norwich Science Festival, Wild Paths Festival, Norwich Theatre, Cambridge Junction and Colchester Arts Centre have continued to prosper and benefit all parties.

Although it would have been imprudent in these difficult times to offer above inflation pay increases to staff the ground was prepared to adjust salaries for permanent staff at levels comparable to similar organisations when circumstances allow. Norwich Arts Centre maintains a strong commitment to what we see as our most valuable asset, tour committed, enthusiastic, knowledgeable and loyal workforce.

I should also like to thank my fellow trustees for their continued support, foresight and efforts in these difficult times.

Objectives and activities (continued)

Norwich Arts Centre went into 2021/22 year strong in spirit and morale while aware of the challenges to come as the pandemic continued, challenges faced by all in the arts industry. The enviable reputation that has been generated over the past 40+ years has been significantly strengthened in recent years and the successful completion of the capital project showed a tangible outcome and a significant impact to greet returning audiences who were overwhelmingly enthusiastic and appreciative.

Stephen A Forster, Chair

a. Fundraising activities and income generation

Norwich Arts Centre does not undertake conventional charitable fundraising activities, it does not have any third-party fundraisers acting on its behalf and has not received any complaints about its fundraising activity over the last year.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees are confident that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

The notes to the financial statements show the assets and liabilities attributable to the various funds by type.

The trustee's ongoing policy is to maintain a sufficient level of reserves so as to enable the Arts Centre to meet its commitments as they fall due. In addition the trustees have recognised that sufficient reserves need to be maintained to meet any potential redundancy payments that may be needed for employees should the Centre be forced to close. In the opinion of the trustees the current balance of unrestricted funds of £94,250 sufficient to meet these liabilities. The free reserves of the charity at 31 March 2021 (being the unrestricted current assets less unrestricted current liabilities) amount to £24,846 (2020: £5,576), as set out in note 17.

c. Financial review

Total income for the year ended 31 March 2021 was £609,951 compared to £1,184,557 for the previous year. Included within income was £179,804 of COVID funding, largely being from the Coronavirus Job Retention Scheme (2020: £4,211). Expenditure of £519,173 was incurred in this financial year (2020: £825,922). This has increased the total funds held by the charity to £730,261 at 31 March 2021, compared to £639,483 at 31 March 2020.

Structure, governance and management

Structure, governance and management (continued)

a. Constitution

Norwich Arts Centre Limited is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 19 May 1977.

The company is constituted under a Memorandum of Association dated 19 May 1977 and is a registered charity number 274803.

b. Methods of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

The members of the Company appoint the Council of Management. One third of the board retires annually, on a rotation basis. Retiring members may stand for re-election.

c. Policies adopted for the induction and training of Trustees

The charity trustees will make available to each new charity trustee, on or before his or her first appointment:

(a) a copy of the current version of the Articles of Association;
(b) a copy of the latest Trustees' Annual Report and statement of accounts; and
(c) are made aware of the guidance available at Charity Commission including CC3 'The essential trustee'.

d. Pay policy for key management personnel

All permanent staff are subject to an annual pay review carried out by the Trustees.

e. Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

Plans for future periods

As Covid restrictions allow, Norwich Arts Centre will continue to deliver an exciting programme of world class cultural events for the 2021/22 period and maintain our commitment to develop the best emerging artistic talent in the region and nationally. Norwich Arts Centre is also developing its reach and partnering with other organisations to deliver cultural activity in areas of low engagement, using its experienced programming and talent development teams to ensure that everyone has the best opportunity to experience great art.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the company 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 company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

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

Approved by order of the members of the board of Trustees and signed on their behalf by:

Stephen A Forster
Chair
Date: 10 Dec 2021

INDEPENDENT EXAMINER'S REPORT FOR THE YEAR ENDED 31 MARCH 2021

Independent examiner's report to the Trustees of Norwich Arts Centre Limited ('the company')

I report to the charity Trustees on my examination of the accounts of the company for the year ended 31 March 2021.

Responsibilities and basis of report

As the Trustees of the company (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the company's accounts carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

INDEPENDENT EXAMINER'S REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

This report is made solely to the company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and the company's Trustees as a body, for my work or for this report.

Joanne Fox FCA (Senior statutory auditor)

Larking Gowen LLP
Chartered Accountants
Norwich
Date: 14 December 2021

NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
Income from:					
Donations and legacies:	3				
Grants		**286,415**	**115,517**	**401,932**	*654,020*
Other donations and legacies		**6,279**	**-**	**6,279**	*12,501*
Charitable activities	4	**19,190**	**-**	**19,190**	*309,965*
Other trading activities	5	**2,746**	**-**	**2,746**	*203,860*
Other income	6	**179,804**	**-**	**179,804**	*4,211*
Total income		**494,434**	**115,517**	**609,951**	*1,184,557*
Expenditure on:					
Raising funds		**53,837**	**-**	**53,837**	*161,130*
Charitable activities	7	**375,028**	**90,308**	**465,336**	*664,792*
Total expenditure		**428,865**	**90,308**	**519,173**	*825,922*
Total transfers		**-**	**-**	**-**	*-*
Net movement in funds		**65,569**	**25,209**	**90,778**	*358,635*
Reconciliation of funds:					
Total funds brought forward		**28,681**	**610,802**	**639,483**	*280,848*
Net movement in funds		**65,569**	**25,209**	**90,778**	*358,635*
Total funds carried forward		**94,250**	**636,011**	**730,261**	*639,483*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 13 to 31 form part of these financial statements.

NORWICH ARTS CENTRE LIMITED

(A company limited by guarantee)
REGISTERED NUMBER: 01329092

BALANCE SHEET
AS AT 31 MARCH 2021

	Note		2021 £		*2020 £*
Fixed assets					
Tangible assets	12		**686,094**		*612,131*
Investments	13		**2**		*2*
			686,096		*612,133*
Current assets					
Stocks		**4,390**		*5,686*	
Debtors	14	**32,983**		*30,105*	
Cash at bank and in hand		**114,350**		*73,136*	
		151,723		*108,927*	
Creditors: amounts falling due within one year	15	**(107,558)**		*(81,577)*	
Net current assets			**44,165**		*27,350*
Total assets less current liabilities			**730,261**		*639,483*
Total net assets			**730,261**		*639,483*

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2021

	Note	2021 £	2020 £
Charity funds			
Restricted funds	16	**636,011**	*610,802*
Unrestricted funds	16	**94,250**	*28,681*
Total funds		**730,261**	*639,483*

The company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

S Forster
Chair
Date: 10 Dec 2021

The notes on pages 13 to 31 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	*2020* *£*
Cash flows from operating activities		
Net cash used in operating activities	**212,817**	*387,777*
Cash flows from investing activities		
Purchase of tangible fixed assets	**(171,603)**	*(405,739)*
Net cash used in investing activities	**(171,603)**	**(405,739)**
Change in cash and cash equivalents in the year	**41,214**	**(17,962)**
Cash and cash equivalents at the beginning of the year	**73,136**	*91,098*
Cash and cash equivalents at the end of the year	**114,350**	*73,136*

The notes on pages 13 to 31 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. General information

The company is a company limited by guarantee, incorporated in England and Wales. The registered office is 51 St Benedict's Street, Norwich, Norfolk, NR2 4PG. The registered company number is 01329092. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Norwich Arts Centre Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Company status

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2.3 Going concern

The Trustees have considered the Charity's position at the time of signing the financial statements, and in particular the effects of Covid-19, as described in more detail in the Trustees' Report. Having considered a range of scenarios, together with the range of measures the Trustees could take to further manage costs should the need arise, the Trustees are confident that the Charity is well positioned to weather any further challenges presented by the pandemic and to continue to deliver its services.

Based on this, the Trustees have concluded that they are confident that the Charity will have adequate resources to continue in operational existence for the foreseeable future, being at least twelve months from the date of signing these financial statements, and they therefore continue to adopt the going concern basis of accounting in preparing these financial statements.

2. Accounting policies (continued)

2.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the company which is the amount the company would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2. Accounting policies (continued)

2.5 Expenditure

Expenditure is recognised on an accruals basis once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

2.6 Government grants

Government grants are credited to the Statement of financial activities once the company has entitlement.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £100 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

2. Accounting policies (continued)

2.7 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold property	- 31 years straight line
Long-term leasehold property	- 31 years straight line
Freehold land	- Not depreciated
General equipment	- 1-7 years straight line

2.8 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.10 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.11 Cash at bank and in hand

Cash at bank and 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.

2.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2. Accounting policies (continued)

2.13 Financial instruments

The company 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.14 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.15 Pensions

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

2.16 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Art Council England East	227,921	115,517	**343,438**
Donations	6,279	-	**6,279**
Local authority grants	58,494	-	**58,494**
Total 2021	292,694	115,517	**408,211**

3. Income from donations and legacies (continued)

	Unrestricted funds 2020 £	*Restricted funds 2020 £*	*Total funds 2020 £*
Arts Council England East	*189,507*	*427,513*	*617,020*
Donations	*12,501*	-	*12,501*
Local authority grants	*37,000*	-	*37,000*
	239,008	*427,513*	*666,521*

4. Income from charitable activities

	Unrestricted funds 2021 £	**Total funds 2021 £**
Box office income	4,194	**4,194**
Premises hire	-	**-**
Insurance - loss of earnings	13,870	**13,870**
Other income	1,126	**1,126**
Total 2021	19,190	**19,190**

	Unrestricted funds 2020 £	*Total funds 2020 £*
Box office income	*260,361*	*260,361*
Premises hire	*22,263*	*22,263*
Other income	*27,341*	*27,341*
Total 2020	*309,965*	*309,965*

5. Income from other trading activities

Income from fundraising events

	Unrestricted funds 2021 £	Total funds 2021 £
Cafe Bar sales	1,846	**1,846**
Other fundraising income	900	**900**
	2,746	**2,746**

	Unrestricted funds 2020 £	*Total funds 2020 £*
Cafe Bar sales	*203,860*	*203,860*

6. Other incoming resources

	Unrestricted funds 2021 £	Total funds 2021 £
Covid - 19 Grant	27,000	**27,000**
Coronavirus Job Retention Scheme income	152,804	**152,804**
Total 2021	179,804	**179,804**

During the year, the Charity received exceptional government funding as part of the Coronavirus Job Retention Scheme. Funding represents the costs of employing certain staff unable to carry out their duties as a result of the coronavirus crisis.

6. Other incoming resources (continued)

	Unrestricted funds 2020 £	*Total funds 2020 £*
Coronavirus Job Retention Scheme Income	*4,211*	*4,211*

7. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	**Support costs 2021 £**	**Total funds 2021 £**
Charitable activities	200,820	261,686	**462,506**
Governance	-	2,830	**2,830**
Total 2021	200,820	264,516	**465,336**

	Activities undertaken directly 2020 £	*Support costs 2020 £*	*Total funds 2020 £*
Charitable activities	*406,598*	*248,545*	*655,143*
Governance	-	*9,649*	*9,649*
Total 2020	*406,598*	*258,194*	*664,792*

7. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Direct costs 2021 £	Total funds 2021 £
Staff costs	151,194	**151,194**
Technical costs	5,788	**5,788**
Equipment & materials	1,818	**1,818**
Security	8,797	**8,797**
Training	1,146	**1,146**
Travel & subsistence	1,115	**1,115**
Performer fees & expenses	20,805	**20,805**
Performer Rights Society	4,800	**4,800**
Bank charges	3,365	**3,365**
Online ticket sales expenses	1,992	**1,992**
	200,820	**200,820**

	Direct costs 2020 £	*Total funds 2020 £*
Staff costs	*146,639*	*146,639*
Technical costs	*4,656*	*4,656*
Equipment & materials	*10,478*	*10,478*
Security	*22,198*	*22,198*
Training	*2,259*	*2,259*
Travel & subsistence	*11,457*	*11,457*
Performer fees & expenses	*181,821*	*181,821*
Performer Rights Society	*6,449*	*6,449*
Bank charges	*9,556*	*9,556*
Online ticket sales expenses	*11,085*	*11,085*
	406,598	*406,598*

7. Analysis of expenditure by activities (continued)

Analysis of support costs

	Support Costs 2021 £	Governance 2021 £	Total funds 2021 £
Staff costs	83,022	-	**83,022**
Cleaning	684	-	**684**
Rent and Rates	22,735	-	**22,735**
Insurances	7,928	-	**7,928**
Heat, Light and Water	8,462	-	**8,462**
Office costs and admin	10,558	-	**10,558**
Legal and professional	800	2,830	**3,630**
Advertising	660	-	**660**
Other building charges	23,135	-	**23,135**
Irrecoverable VAT	96,370	-	**96,370**
Depreciation	7,332	-	**7,332**
	261,686	2,830	**264,516**

	Support Costs 2020 £	*Governance 2020 £*	*Total funds 2020 £*
Staff costs	*91,931*	-	*91,931*
Cleaning	*9,042*	-	*9,042*
Rent and Rates	*27,154*	-	*27,154*
Insurances	*7,314*	-	*7,314*
Heat, Light and Water	*12,260*	-	*12,260*
Office costs and admin	*11,092*	-	*11,092*
Legal and professional	*1,338*	*9,649*	*10,987*
Advertising	*7,123*	-	*7,123*
Other building charges	*11,306*	-	*11,306*
Irrecoverable VAT	*61,784*	-	*61,784*
Depreciation	*8,201*	-	*8,201*
	248,545	*9,649*	*258,194*

8. Analysis of Expenditure by expenditure type

	Staff costs 2021 £	Depreciation 2021 £	Other costs 2021 £	Total funds 2021 £
Cost of raising funds:				
Expenditure on fundraising trading	49,237	-	4,600	**53,837**
Cost of	49,237	-	**4,600**	**53,837**
Charitable activities:				
Charitable activities	234,216	97,640	130,650	**462,506**
Governance	-	-	2,830	**2,830**
	283,453	97,640	138,080	**519,173**

	Staff costs 2020 £	*Depreciation 2020 £*	*Other costs 2020 £*	*Total funds 2020 £*
Cost of raising funds:				
Expenditure on fundraising trading	*79,660*	*-*	*81,470*	*161,130*
Cost of charitable activities	*79,660*	*-*	*81,470*	**161,130**
Charitable activities	*238,570*	*60,339*	*356,234*	*-*
Governance	*-*	*-*	*3,989*	*-*
	318,230	*60,339*	*441,693*	*820,262*

9. Independent examiner's remuneration

	2021 £	*2020 £*
Fee payable to the company's auditor for the audit of the company's annual accounts	**-**	*6,400*
Fees payable to the company's independent examiner for the independent examination of the company's annual accounts	**2,750**	-

10. Staff costs

	2021 £	*2020* *£*
Wages and salaries	**259,969**	*292,144*
Social security costs	**18,452**	*20,889*
Contribution to defined contribution pension schemes	**5,032**	*5,197*
	283,453	*318,230*

The average number of persons employed by the company during the year was as follows:

	2021 No.	*2020* *No.*
Employees	**18**	*20*

No employee received remuneration amounting to more than £60,000 in either year.

Key management personnel includes the Trustees, the Director, the General Manager and the Finance Manager. The total amount of employee benefits received by key management personnel for their services was £119,369 (2020: £107,936).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2020 - £NIL)*.

During the year ended 31 March 2021, no Trustee expenses have been incurred *(2020 - £NIL)*.

12. Tangible fixed assets

	Freehold property £	Long-term leasehold property £	Freehold land £	General equipment £	Total £
Cost or valuation					
At 1 April 2020	**381,034**	**254,384**	**7,033**	**760,736**	**1,403,187**
Additions	**-**	**-**	**-**	**171,603**	**171,603**
At 31 March 2021	**381,034**	**254,384**	**7,033**	**932,339**	**1,574,790**
Depreciation					
At 1 April 2020	**258,122**	**195,808**	**-**	**337,126**	**791,056**
Charge for the year	**12,292**	**5,857**	**-**	**79,491**	**97,640**
At 31 March 2021	**270,414**	**201,665**	**-**	**416,617**	**888,696**
Net book value					
At 31 March 2021	**110,620**	**52,719**	**7,033**	**515,722**	**686,094**
At 31 March 2020	*122,912*	*58,576*	*7,033*	*423,610*	*612,131*

13. Fixed asset investments

	Shares in group undertakings £
Cost or valuation	
At 1 April 2020	**2**
At 31 March 2021	**2**

Principal subsidiaries

The following was a subsidiary undertaking of the company:

	Company number	Principal activity	Holding	Included in consolidation
NAC Cafe Bar Limited	03716749	Dormant	100%	Yes

The financial results of the subsidiary for the year were:

	Net assets £
NAC Cafe Bar Limited	**2**

14. Debtors

	2021 £	*2020 £*
Due within one year		
Trade debtors	**5,544**	*15,430*
Other debtors	**1,742**	-
Prepayments and accrued income	**25,697**	*14,675*
	32,983	*30,105*

15. Creditors: Amounts falling due within one year

	2021 £	*2020 £*
Trade creditors	**11,692**	*7,434*
Other taxation and social security	**6,631**	*7,602*
Other creditors	**1,188**	-
Accruals and deferred income	**88,047**	*66,541*
	107,558	*81,577*

	2021 £
Deferred income at 1 April 2020	**61,719**
Resources deferred during the year	**29,840**
Amounts released from previous periods	**(8,605)**
	82,954

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Balance at 31 March 2021 £
Unrestricted funds				
General funds	**28,681**	**494,434**	**(428,865)**	**94,250**
Restricted funds				
Restricted funds	**610,802**	**115,517**	**(90,308)**	**636,011**
Total of funds	**639,483**	**609,951**	**(519,173)**	**730,261**

Statement of funds - prior year

	Balance at 1 April 2019 £	*Income £*	*Expenditure £*	*Transfers in/out £*	*Balance at 31 March 2020 £*
Unrestricted funds					
General Funds - all funds	*45,421*	*752,833*	*(773,784)*	*4,211*	*28,681*
Restricted funds					
Restricted Funds - all funds	*235,427*	*427,513*	*(52,138)*	*-*	*610,802*
Government grants	*-*	*4,211*	*-*	*(4,211)*	*-*
	235,427	*431,724*	*(52,138)*	*(4,211)*	*610,802*
Total of funds	*280,848*	*1,184,557*	*(825,922)*	*-*	*639,483*

Restricted funds represent funds received from the lottery and Arts Council for improvements to buildings and facilities.

17. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	69,402	616,692	**686,094**
Fixed asset investments	2	-	**2**
Current assets	132,404	19,319	**151,723**
Creditors due within one year	(107,558)	-	**(107,558)**
Total	94,250	636,011	**730,261**

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	*Restricted funds 2020 £*	*Total funds 2020 £*
Tangible fixed assets	*23,103*	*589,028*	*612,131*
Fixed asset investments	*2*	*-*	*2*
Current assets	*87,153*	*21,774*	*108,927*
Creditors due within one year	*(81,577)*	*-*	*(81,577)*
Total	*28,681*	*610,802*	*639,483*

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	*2020 £*
Net income for the year (as per Statement of Financial Activities)	**90,778**	*358,635*
Adjustments for:		
Depreciation charges	**97,640**	*60,339*
Decrease in stocks	**1,296**	*639*
Increase in debtors	**(2,878)**	*(3,951)*
Increase/(decrease) in creditors	**25,981**	*(27,885)*
Net cash provided by operating activities	**212,817**	*387,777*

19. Analysis of cash and cash equivalents

	2021 £	*2020 £*
Cash in hand	**114,350**	*73,136*
Total cash and cash equivalents	**114,350**	*73,136*

20. Analysis of changes in net debt

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	**73,136**	**41,214**	**114,350**
	73,136	**41,214**	**114,350**

21. Pension commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £5,032 (2020: £5,197). Contributions totalling £Nil (2020: £Nil) were payable to the fund at the balance sheet date.

22. Operating lease commitments

At 31 March 2021 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021 £	*2020* *£*
Not later than 1 year	**17,627**	*17,627*
Later than 1 year and not later than 5 years	**17,313**	*34,940*
	34,940	*52,567*

23. Related party transactions

During the year, the company paid amounts totalling £Nil (2020: £1,172) on behalf of the CEO in respect of moving expenses. The balance due to the company at the year end was £Nil (2020: £1,471).

During the year, the company paid £Nil (2020: £3,432) in respect of co-productions for True Stories Live and Balloon with LJ Hope Productions, of which Lucy Farrant is a Director. The balance due at the year end was £Nil (2020: £Nil).

During the year, the company paid commission of £2,100 (2020: £1,500) to Luke Wright, in respect of the new play 'The Remains of Logan Dankworth.' The balance due at the year end was £Nil (2020: £Nil).

During the year, the company paid £Nil (2020: £150) to Katy Jon Went, in respect of the Respectful Conversation series of events. The balance due at the year end was £Nil (2020: £Nil).