

Nordoff-Robbins Music Therapy

(a company Limited by Guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ended 31 December 2023

Nordoff and Robbins Annual Report 2023

“Universal values can live in music – that is why music can become so important in the lives of all of us” - Paul Nordoff and Clive Robbins

Welcome to the Nordoff and Robbins Music Therapy 2023 annual report. Here, we look at how we have met the needs of our clients, our ongoing strategy and whether we are on target, the money we have raised and how we have spent it.

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Reference and administrative information

Board of Trustees

- Mr. D Munns OBE (Chair of Trustees) (resigned 1st May 2024)
- Ms. E Banks
- Mr. G Bell
- Ms. J Bryant (Chair of Music Services Committee)
- Ms. S Guest
- Mr. H Jones (Chair of Finance Committee) (resigned 1st May 2024)
- Mrs. K A Josephides (Chair of People & Culture Committee)
- Mr. N Warnock MBE (Chair of Fundraising Committee)
- Mr. M Lyn
- Mr. M Jaffrey OBE
- Ms. L Noble (as of April 2023)

CEO

- Ms. S Schembri

Secretary

- Mr. C Dew (until October 2023, then Ms. S Schembri)

Statutory Auditor

Crowe U.K. LLP, Aquis House, 49-51 Blagrove Street, Reading, RG1 1PL

Bankers

Coutts & Co, 440 Strand, London WC2R 0QS

Investment Advisors

Investec, 30 Gresham Street, London EC2V 7QN

Solicitors

BDB Pitmans LLP, 50 Broadway, Westminster, London SW1H 0BL

Nordoff-Robbins Music Therapy – a company limited by guarantee (trading as Nordoff and Robbins)

The address of the registered office is: 2 Lissenden Gardens, London, NW5 1PQ

- Company number: 1514616
- Registered Charity number: 280960
- Registered Charity in Scotland number. SC048817

Emmie's story: growing in confidence through music therapy

Emmie is six years old and has Down's syndrome. When she first started out at school, Emmie experienced extreme separation anxiety. After her mum dropped her off at school, she would spend each morning crying.

Emmie was referred to music therapy by her classroom teacher, who hoped that it could help to build her confidence in relationships, as well as her independence.

Embracing music therapy

At first, Emmie would attend music therapy with a member of staff and would become upset if they were to leave. Now she comes on her own with confidence and embraces her time at music therapy with Nicky.

"Music therapy is really helping Emmie to develop in confidence, as well as her creativity." Emmie's classroom teacher

Shake and stop is one of Emmie's favourite songs

Emmie and Nicky's 'shake and stop' song is one of Emmie's favourite songs to sing each week. And it is through this song that her growth in confidence is clear.

Emmie enjoys taking the lead on the shake and stop song, vocalising the instructions and even using physical gestures to improvise the song structure. This is particularly significant as Emmie has delayed speech, and leading in this way empowers her to control the direction of the song.

Anxiety has lessened through music

Emmie's anxiety during sessions has lessened, as she is keen to arrange her and Nicky's chairs in close proximity in preparation to sing the song together.

Music therapy has provided Emmie with the opportunity to experience an intimate musical relationship where she is both respected and valued as an equal participant. And her musical partnership with Nicky helps her to grow her confidence and autonomy in a safe space, through music.

Strategic report

Our vision

To live in a world where through music therapy, people's true potential is realised regardless of disability, illness, or social exclusion.

Our mission

- We deliver music therapy to a range of clients across the UK, including some of the most vulnerable people in society.
- We meet the growing need for music therapy by training music therapists and ensuring that their skills are not only maintained but developed.
- We research music-making and its potential to inform how we can support our clients and people in challenging situations.

Our purpose

To break through barriers with the power of music, creating space for people to express themselves and find connection in society.

Our strategy 2019 – 2024

We are coming to the end of the old strategy so need to report on that and yes we will touch on the new strategic principles as it will allow our team to use it as a calling card and hopefully open up conversations we want to have.

Every day we see the power of music first-hand. And every day we see the growing demand for music therapy within the UK. This is why our strategy to 2024 aimed to give more people access to this right.

The 2019-2024 strategy has four goals:

Goal 1: provide high quality music therapy and increase the accessibility of our services across the UK. We will reach 14,338 people with 58,184 music therapy sessions by 2024.

Goal 2: grow our overall income to £9m and increase our fundraising income 55% by 2024 to £6.25m.

Goal 3: position Nordoff and Robbins as the UK Charity known to change lives through music.

Goal 4: provide high quality organisational support that empowers colleagues to flourish and enables the charity to succeed.

Snapshot of 2023

- 13,776 people reached with music therapy
- 49,129 music therapy sessions
- 389 partner organisations worked with
- 164 colleagues, of which 117 are music therapists (71% of our workforce)
- Cost £8million to run the charity

Executive summary

At Nordoff and Robbins, we break through with music. This means we use music to break through the barriers of communication. We break through to release people's potential. And we break through, giving people a connection and place to thrive.

This is because there are so many people, due to life circumstances and the lack of support in society, who find themselves isolated. Who struggle to access all that music has to offer. And music has so much to offer.

We offer this through music therapy. But we also educate the music therapists of the future, as well as undertake research into music therapy and the wider social value of music.

In 2023 we reached 13,776 people with over 49,000 therapy sessions. This means we need to increase our reach by just over 4% to meet our strategic goal of 14,338 for 2024. As we look forward, we are committed to increasing the number of people we reach and helping them through music therapy.

Fundraising income decreased from 2022, totalling £3.7 million, in the midst of a cost of living crisis and ever-changing landscape. This allows us to reach more people with the power of music. We thank each and every donor that invested in our mission.

Of our 164 colleagues, 117 are music therapists. We employed 21 graduates from our Nordoff and Robbins Masters in Music Therapy in 2023.

We are committed to the three strands of our mission: Education, Research and Delivery. As we look ahead towards a new strategy, we will continue to champion and grow the use of music, reaching more people in more places.

A message from Sandra Schembri, CEO

As we look back at 2023, it has been a year of ups and downs. For the industry, for Nordoff and Robbins and for music. But before I get into this, I have to start with David Munns.

Thank you to David, Howard and Neil

It is impossible to explain in just a few sentences the impact that David has had to Nordoff and Robbins in his time as a trustee and chair. We simply wouldn't be where it is today without his support.

From overseeing the merger with our Scottish sister organisation, becoming a UK-wide charity to weathering the storm of Covid-19 and making it through to the other side, alongside many, many unforgettable fundraising events and unwavering support for the clients we work with. During his time we have seen an increase in nearly 900% of clients we work with, and nearly a 290% increase in therapists. These figures are huge. And do not happen by chance. It dedication to our mission.

We also owe both Howard Jones and Neil Warnock a debt of gratitude and everyone at Nordoff and Robbins sincerely thanks them.

As we say goodbye to David, Howard and Neil from our board, we are also thrilled for Emma Banks to be stepping into the role of chair of Nordoff and Robbins, supported by the excellent Lucy Noble as vice-chair. A hugely respected figure in the music industry and beyond, we are grateful for Emma's time, presence and energy as we now leave the challenges of recent years behind and look ahead to a bright future.

Our people keep the music playing

Without music therapists, there is no music therapy. And without the people driving fundraising, building supporters and awareness, keeping us with equipment and making sure people are paid – we simply wouldn't be able to function.

Which is why we are committed to our workforce. Compared to 2022, we saw an increase of colleagues by 30%, and we employed 21 graduates. This all means more people reached and more music therapy. But also that it costs more money.

The ups and downs of 2023

Challenges to the Charity sector come thick and fast. Whether it was the pandemic, the cost of living crisis or the current challenges around fundraising.

But we know we are in a fortunate position. Fortunate that we still have our doors open when many others do not. And there are so many wins for us from 2023, which include:

- Reaching nearly 14,000 people with music therapy.
- Working with nearly 400 partner organisations for the first time ever.
- Our first ever music therapist placed in residence at Manchester based multidisciplinary arts venue, Contact.
- A significant step within our research, with the appointment of two dedicated researchers.
- Alan Wells, one of our Manchester-based students, won the British Journal of Music Therapy's Tony Wigram prize for the best student essay of the year.

- Celebrating new and current charity partners, from Specsavers, PizzaExpress, ASM Global and Monkey-Music – all raising over a staggering £1million.
- The amazing events portfolio that includes the O2 Silver Clefs, Carols, and of course, the launch of the Northern Music Awards in March.
- Launching a brand-new look and feel for Nordoff and Robbins, as well as a new website.

But the reality is we still need to raise more funds. More funds to meet our strategic ambitions of reaching more people. More ways of bringing in income, so if our events have to be cancelled again we survive. And more ways to collaborate with people. Which leads us all into our next chapter.

A new chapter awaits

As we come towards the end of our 2019-2024 strategy, we are looking into the next 4 years. Our mission doesn't change. We want to reach more people with music therapy. But to do this, we need help.

We believe music and music making can play a part in the health and wellbeing of everyone in our society. We believe music can create opportunities. That it can reach and help some of the most isolated people and communities across the UK. And that it can create social change, focusing on people's ability and potential, and not their disability.

But we also know that we can't make all of these changes on our own. We need to collaborate through partners across the UK.

Sandra Schembri

CEO, Nordoff and Robbins

Message from Chair of Trustees, David Munns

I have Nordoff and Robbins in my blood

This is somewhat a bittersweet message as it is my last as Chair of Nordoff and Robbins. I am sad to say goodbye, but proud to have been part of this Charity and proud that we have helped so many people. I have this charity in my blood because in life we don't just use music to entertain, we must also use the power of music to help those who find it difficult, if not impossible, to communicate in any other way.

As I reflect back on the last 13 years as Chair and over 30 years supporting, I realise that Nordoff and Robbins has been through a great deal of change.

We have gone from a small charity in London and the South East with a handful of therapists to becoming a national charity with 117 therapists. We merged with Nordoff Robbins Scotland, moved the Master of Music Therapy programme into new regions and survived through some of the toughest times charities have ever seen, the 2008 financial crisis and Covid-19 to name but two. And all the while, continuing to meet the need of people less fortunate than ourselves. We've still got so many more people to reach who would benefit from music therapy so I consider it vital that Nordoff and Robbins continues to expand its activities.

The safest pair of hands I know

However, it is now time for someone else to help steer this organisation. So I am handing over to some of the safest hands I know in both Emma Banks and Lucy Noble, who have agreed to take over the Chair and Vice-chair positions. I know they will make a huge contribution in driving Nordoff and Robbins forward into a new strategy, and a new chapter for the Charity.

Thank you

I'd like to take this opportunity to thank some special people who have been a part of this journey with me.

Firstly to Emma and Lucy, for everything they are about to do for Nordoff and Robbins, even though they have done so much already. To the rest of the board members: Mark Jaffrey, Mervyn Lyn, Sophie Guest, Graham Bell, Karen Ann Josephides, Jane Bryant and trustees past and present. Thank you for your energy and commitment. To Howard Jones (Finance Committee Chairman) and Neil Warnock (Fundraising Committee Chairman), who, after many, many years of support for Nordoff and Robbins are also stepping down from the board in 2024. Thank you for your tireless energy.

Thank you to our event Chairs; Carl Leighton-Pope, Jake Leighton-Pope, Chris Wright, Emma Banks (again), Rebecca Kane Burton, Andrew Wilkinson, Richard Griffiths, Donald MacLeod OBE, Geoff Shreeves, Toby Leighton-Pope, Dan Chalmers and Victor Ubogu. And to Merck Mercuradis for your support towards the Carols. All these people, and many more, continue to raise vital funds for Nordoff and Robbins. We saw the impact of losing our events income during the pandemic and we'd be lost without you.

Of course in the end it's all about the music therapists that we have based around the UK, and it's all about the work that they do. I have always been conscious that without their hard work and dedication, Nordoff and Robbins would not exist.

I urge you all to keep supporting this amazing Charity

The pandemic may seem to have come and gone but realistically we're still in a crisis. Funding hasn't recovered to pre-pandemic levels and on top of that there's a cost of living crisis. Interest rates are rising, costs for the Charity are increasing and people's giving habits have changed. Yet demand for music therapy has never been as high.

We're seeing increased referrals, increased isolation in society, increased mental health challenges and more people living with dementia. So we need to do more, because in the grand scheme of things, there are still so many people we can help.

This is why I urge every single one of you to continue to support Nordoff and Robbins' work. Continue to attend events (especially our flagship event, the O2 Silver Clef lunch), continue to spread awareness and continue to donate.

Although this is goodbye, I will always support Nordoff and Robbins, and no doubt see some of you at events in the future.

It has been a complete honour.

David Munns OBE

Chair of Trustees, Nordoff and Robbins

Errol's story: showing his potential through music

Errol suffered a head injury following a road traffic accident that dramatically affected his speech, cognition, movement and his connection to the world around him. In an instant, his life was turned upside down.

There is strong evidence that shows how effective music therapy can be for people living with neurological conditions. It improves functional movement, awareness and can bring joy to their lives through the positive connections made to others.

Which is why Errol started having music therapy with Oli, his music therapist. Oli works with Errol at Headway East London, a fantastic organisation supporting people living with a range of brain injuries.

There is something in music that helps him reach out

Despite the massive trauma Errol has suffered, there is something in music making that helps him to reach out, to be a part of things and to have wider and deeper experiences within his life.

Oli said "Errol has a strong creative identity and in our weekly music sessions we improvise, sing and explore his rich musical history. I'm always listening for opportunities for us to connect and be in the present, together in music.

My hope is that the sessions become a place of safety and trust for Errol, a space for him to express and be in a state of flow that may not always be available in other parts of his life."

A space for him to express himself

In their music therapy sessions, they are listening to each other, building the song up, exchanging vocals and enjoying time together. Something that is central to the approach we use in music therapy.

At Nordoff and Robbins we celebrate our clients as musicians, for who they are, as creative people, focusing on their potential and what they can do, regardless of illness, disability or life circumstances.

Music Services (Delivery)

2023 was the first year since 2019 in which our services were not impacted in any significant way by Coronavirus restrictions. We delivered 6% more sessions and worked with 17% more people than in 2022.

- **389** - Cumulative number of partner organisation organisations we worked with
- **13,776** - Number of people we reached with our music therapy
- **49,129** - Number of music therapy sessions we held
- **164** colleagues in the Nordoff and Robbins workforce, of which 117 are music therapists (71% of our workforce)

What our clients say

In the last 3 years we carried out 119 evaluations of our services in partner organisations around the country. Questionnaires about the impact of our services were sent to clients, as well as family members, carers and staff who support them.

- **93%** said that music therapy enables the people we work with to engage in music. **22%** of these responses were made by clients, whilst the rest were made by people who know our clients.
- **91%** of respondents said that music therapy helped improve interaction, communication and relationships for our clients. **24%** of these responses were made by our clients, whilst the rest were made by people who know our clients.
- **85%** of respondents said that music therapy improved a client's quality of life. **27%** of these responses were made by clients, whilst the rest were made by people who know our clients.
- **92%** of respondents said that they would recommend our work to others. **8%** of these responses were made by clients, whilst the rest were made by people who know our clients.
- **94%** of respondents said that music therapy had a positive impact on an organisation's atmosphere. **7%** of these responses were made by clients, whilst the rest were made by people who know our clients.

The reason people may fill out a form on behalf of our clients is because many of our clients are non-verbal.

Providing quality music therapy

Delivery of music therapy

Our goal is to provide high-quality music therapy to our clients, whilst increasing the accessibility of our services across the UK. We believe that music therapy should be available to the people who stand to benefit from it most due to their disability, condition or life circumstance.

We are working to make our services more accessible by overcoming the following barriers:
geographical, individual condition/circumstance and financial.

Geographical

In 2023 we set up new services in more places across the UK. In particular, we started services in areas where there is currently limited music therapy provision such as East Yorkshire, Perthshire and Teesside.

New pilot projects are now underway in over 50 organisations, including:

- A prison in the East Midlands
- A hospice in Hampshire
- A children's hospital in Birmingham
- A mother and baby unit in Kent
- A centre for adults with learning disabilities in Oldham
- A young persons' community mental health project in Perth
- A dementia care home in Paisley
- Additional needs units in South Wales schools
- A mental health drop-in centre in north London.

Individual condition/circumstance

We continue to make services accessible to people living in the community through our Open Access. It is important for us to place our services within the settings which serve some harder to reach clients. For many vulnerable members of our communities, without this provision, access to music therapy would be impossible.

For example, we are aware about the growing need for support of refugees from around the world, and the limited accessibility to therapeutic provision for these people. In 2023, we delivered music therapy in 5 centres supporting refugees and asylum seekers, with many traumatised by their experience of conflict in their homelands, by their travel to safety and by the current circumstances living as a refugee in our society. These multiple layers of trauma impact their well-being on many levels and music therapy services offer opportunities for building trust and connection, developing confidence and being celebrated as a valuable member of society.

For example, at Solace, a Leeds-based charity, providing psychotherapy and support to the survivors of persecution and exile, our therapist, Seb, worked with 40 different clients in 1-1 sessions, groups and even public performances in conjunction with Opera North and the Playhouse Theatre of Sanctuary. Collaborative music-making between clients and therapist takes place in different forms - from clients being accompanied as they share songs from their own culture to song writing as well as circle singing and learning new skills of playing musical instruments.

These sessions help people to communicate without the need for common language. Melody, rhythm, and harmony bond group members together no matter their background. The sessions help build relationships, reduce isolation and build participants' confidence not only as musicians but as valuable contributing members of society with a common purpose.

Quote from a Solace service user:

"Seb is a music therapist who has been working with me to help me work on my traumas and heal through my musical talents...He's helped me discover myself musically and never pushed me too far. Seb is a part of a beautiful charity who dedicate their time to help people like me find their voice and soar...So glad to have met you and work with you. I wouldn't have it any other way."

Within each partnership organisation, we work closely with the multidisciplinary teams to develop an efficient and appropriate referral system helping us to reach clients who stand to benefit most from music therapy. Our therapists are trained to support multidisciplinary teams with identifying specific referral reasons for music therapy (for example communication barriers and resulting social isolation)

at the same time as to learn from the expert professionals within the partnerships about the specific needs of their clients which can be supported through music therapy.

Fees for music therapy

We know that for some organisations or individuals, fees for music services are a barrier, so we provide all of our services within our centres and bases free of charge.

Our work in Open Access community settings is also provided free of charge along with some introductory pilot projects in a range of settings where we collaborate with partner organisations.

For those we do charge fees to, we run a subsidised model so that we can reach more people with the resources we have. At the end of 2023, 25% of our services were being delivered either free of charge or with our highest levels of subsidy and 75% with lower levels of subsidies.

In person or online music therapy

We took a lot of learnings from online music therapy during the pandemic, and we continue to deliver online where it is useful. In 2023, 1.5% of all our delivery services were offered online.

For example, we continue delivering online sessions alongside face-to-face sessions in children's hospices where some clients are unable to access face-to-face. We also deliver accessible music learning sessions online for people who want to learn musical skills but find it hard to engage with traditional lessons for reasons linked to illness, disability or life circumstance. The mother of one of the 18 people from accessible music learning sessions said:

"[My son's] confidence has grown immensely from working with you, not only does he enjoy and look forward to seeing you, but your sessions have given him stability in the midst of a difficult family year."

Our delivery numbers in 2023

In 2023, we provided 49,129 music therapy sessions; a 6% increase on 2022. Through these sessions we reached 13,776 people, a 17% increase on 2022. This increase in delivery is due to the recruitment of 23 graduate therapists through our Graduate Employment Scheme.

We worked within 389 partner organisations, delivering everything from services which continued throughout the year to short term pilot projects. This total is an 8% increase compared to 2022 and reflects the many new pilot projects we continue to set up in different organisations.

Graduate Employment Scheme

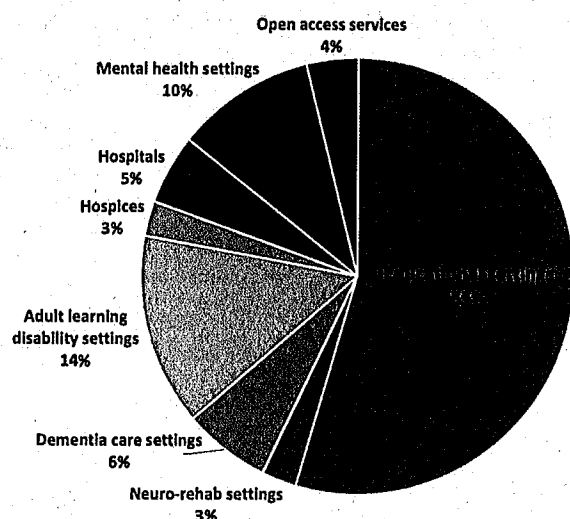
2023 saw our education and delivery teams work together to develop opportunities for the graduates from our Master of Music Therapy training programme to join our Graduate Employment Scheme (GES).

During the first eight months of 2023, the graduates from our London training programme recruited through GES 2022 completed their probation period and became fully integrated into the regional teams. We were incredibly fortunate to receive funding towards this graduate intake from the J. Brenda Hoskins Trust augmented by funding from the players of People's Postcode Lottery.

The subsequent graduate intake, in September 2023, has been one of the largest GES programmes to date, with 21 graduates from the Nordoff and Robbins Masters programme and 2 graduates from other UK music therapy training programmes. They are mainly based in northern England, as the

training cohorts which graduated in 2023 were in Manchester and Newcastle. However, some are in other parts of the country including London, South Wales, Scotland and Birmingham, and are delivering work in a wide range of settings.

Chart below: The range of client group settings in projects being delivered by GES 2023:



Music therapy delivery – people and places we worked with during 2023

People

We worked in partnership with 389 organisations ranging from schools, care homes, hospitals, hospices, secure mental health units and brain injury units. That's 30 more organisations than the 359 we worked in during 2022.

Most partnerships active in 2022 continued into 2023, but 50 ended during the year. This was mostly due to the organisation not being able to afford our subsidised service charge, or in some cases due to changes within the partner organisation meaning they were no longer able to accommodate our services. This is 21 more partnerships than ended during the previous year, and is mainly down to increased funding challenges, particularly in the education sector.

The chart below shows the distribution across different regions of the UK for the 13,776 people we worked with in 2023 in over 49,000 sessions, compared with 11,807 people in over 46,000 sessions in 2022.

Chart: Clients by region 2023

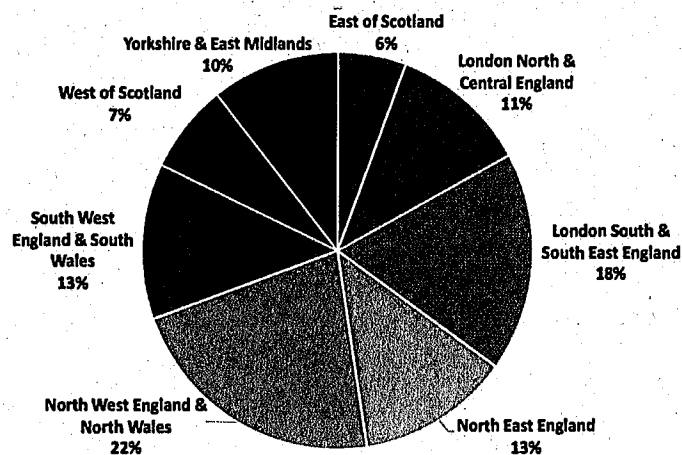
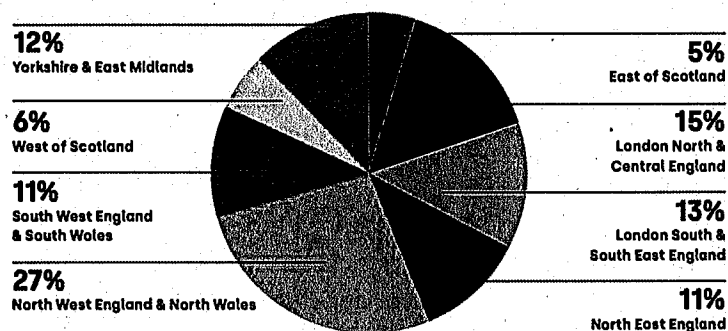


Chart: Clients by region 2022



Places

In 2023 we continued to work in a wide range of organisations, with clients of all ages, health conditions and circumstances. The charts below show that our work with clients across different settings remained broadly the same between 2022 and 2023, as we continued focusing on groups who face the greatest communication challenges and social isolation.

Chart: Distribution of services by type of setting at the end of 2023 (%)

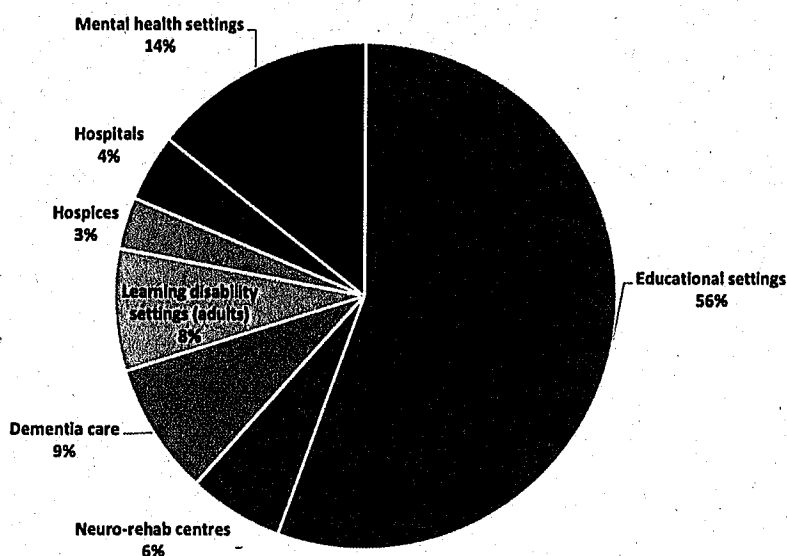
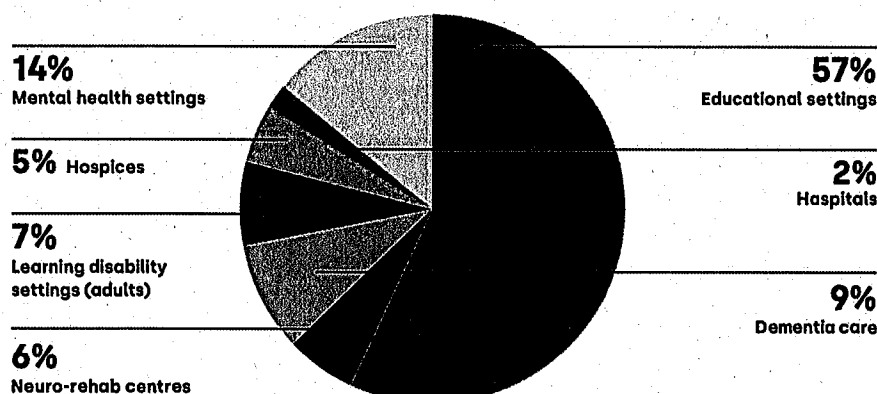


Chart: Distribution of services by type of setting at the end of 2022 (%)



Supporting and nurturing high quality within music therapy delivery

Our focus is our clients, and we are committed to delivering high quality of service to them. To make sure this happens, we run a quality assurance programme for music therapists, which consists of supervision, workplace visits, continuing professional development events and ongoing daily support. As we grow our services, we continually invest into development opportunities for our music therapists, in order to be able to provide these multiple formats of support. For example, we now run a supervision mentoring scheme for new supervisors, supporting the development of future supervisions and with it to continue providing high quality of music therapy.

Looking ahead

In 2024, we will continue to make our high quality music therapy services more accessible. Along with consolidating our work with the 2023 graduates, we will continue with our strategic ambition to open a new music therapy centre in Salford, Greater Manchester. We are also planning to review and modify our Graduate Employment Scheme, as well as review our funding model for delivery. We are also planning to review our open access services and accessible music learning models.

Education

Ever since Paul Nordoff and Clive Robbins started collaborating to develop their approach to music therapy, training and education have been at the heart of what we do. We've been training musicians to work as music therapists since 1974, giving them the latest skills and thinking to use the power of music to help others.

For education, 2023 was the first year where we felt fully "post-pandemic" and this opened up new opportunities for both students and tutors. We have managed to incorporate the learnings gained during the pandemic, especially about using technology where helpful, into both teaching and music therapy delivery.

A new book on music therapy training, published in the USA in 2023, devoted a chapter to describing the development of Nordoff Robbins music therapy education and training in the UK under the banner of our academic descriptor "Music, Health, Society".

Master of Music Therapy (MMT) training programme

The MMT programme is a two-year full-time training which equips musicians to become Health and Care Professions Council (HCPC) registered music therapists, with teaching bases in London, Manchester and Newcastle. Training music therapists in multiple locations is a key part of our strategy for making music therapy more available to more people in more places.

In 2023, 23 students graduated from the training programme in Manchester and Newcastle. Most of these graduates went on to join our Graduate Employment Scheme, and are now working for Nordoff and Robbins Music Therapy, delivering music therapy across the UK. We were delighted to be able to welcome a new cohort of students in Newcastle and Manchester in September (alongside our existing London cohort, which moved into its second year on the programme).

We continued to extend opportunities for students to learn from speakers who are experts by virtue of their experience of living with particular diagnoses, of caring for family members or friends, or of immersion in particular musical scenes or genres. We also continued our focus on decolonising the curriculum by specifically encouraging students to question assumptions that are often taken for granted in the profession of music therapy, in music education, or in health and social care.

Highlights of 2023 included:

- Alan Wells, one of our Manchester-based students, won the British Journal of Music Therapy's Tony Wigram prize for the best student essay of the year. This had its origins in one of his MMT assignments and considers the opportunities and limitations of technology within music therapy practice centred on an individual's needs and aspirations. This was published in the journal as "Finding a pathway through music therapy: supporting a woman with cerebral palsy to access her community".
- For the first time we were able to hold one of our Intensive Weekends (which bring together all of our students and tutors in one place twice a year) in Newcastle. As our centre in Newcastle is too small to accommodate everyone, this was an exciting collaboration with local venues and our friends at Newcastle University.
- We held our graduation ceremony at the Stoller Hall in Manchester, where we were able to celebrate our students' achievements along with guests from the Royal Northern College of Music and Goldsmiths University of London.

PhD programme

Our six-year, part-time PhD programme offers opportunities for experienced practitioners from music therapy and related areas of work (including community music) to develop hands-on research expertise whilst developing a better understanding of the work they are already embedded in. This produces original work which speaks not only to music therapy but to the wider world of musical work with people.

During 2023, Maren Metell completed her doctoral thesis "Picturing musical accessibility: Co-creating music therapy with disabled children and their families", which was informed by participatory action research, emancipatory disability research and ethnography. Her thesis is now available online via the Goldsmiths Research Online website. It has been hailed as a major contribution to the understanding of how music therapy with families can be considered as collaborative action, as well as being significantly methodologically innovative, drawing on the use of illustration as a means of engaging with data. Maren is now teaching at the University of Bergen, Norway.

Research

It was a significant year of progress with our research, as we appointed two dedicated researchers, who will be working alongside our music therapists and our music therapy students to help us to reinvigorate our in-house research activities, which were put on hold during Covid.

Highlights for 2023 included:

- Afra Jurkiewicz's article linked to her therapist-led research project on her work with marginalised mothers in the North-East of England was published in the *Journal of Trial and Error*.
- A randomised controlled trial (RCT) investigating music therapy on an NHS neurological rehabilitation ward in London was launched in partnership with the National Hospital for Neurology and Neurosurgery (NHNN), part of the University College London Hospital NHS Foundation Trust. This RCT is unusual in incorporating a qualitative arm which will focus on patient and staff, and carer experience as well as on the impact of the RCT on the music therapy service. Data collection will continue into 2025.

In 2024 we expect to launch a major project focusing on the contribution of music therapy to dementia care environments.

Fundraising activities and performance

We are grateful to our committed supporters, donors, and volunteers for their unwavering support in 2023 – collectively raising over £3.7 million. In the midst of a cost of living crisis, we know the impact it is having on homes and businesses, so we couldn't thank everyone enough.

A big thank you to Kal Jhugroo, CAA Agent, who swam the length of the English channel in September, raising an incredible £4,700, and our 5 marathon runners who raised £14,200.

Charity Partnerships

In 2023, Partnerships continued the success of the previous year by once again raising over £1 million. This is thanks to our amazing partners such as PizzaExpress, fundraising and donating from each Padana pizza, and the following:

Music Mudder

Music Mudder, in collaboration with Wasserman Music, took place for a third year. This music-inspired endurance event raised over £61,000 and engaged more than 400 competitors across 52 teams, including Live Nation, ASM Global, TIKTOK and PizzaExpress. We're delighted to confirm that this event will take place again in 2024.

ASM Global

2023 saw the launch of a new three-year partnership with ASM Global, who manage UK venues such as OVO Arena Wembley, AO Arena Manchester and P&J Live Aberdeen. The three-year partnership has been rolled out across their UK venues, with ongoing fundraising and awareness initiatives for staff and visitors. ASM Global also sponsored the Best Group Award at the 2023 O2 Silver Clef Awards.

Specsavers

Ongoing Scottish Music Awards Headline Sponsors, Specsavers, also came on board as a partner, focusing on our Scottish regional work. Specsavers generously donated £50,000 to kick start the partnership, creating a film highlighting the delivery of music therapy at ENABLE Glasgow, who provide supported living services for those living with learning disabilities.

Monkey Music

Monkey Music celebrated its 30th anniversary by smashing their £30,000 fundraising target for Nordoff and Robbins. Numerous fundraising parties took place across the country as well as over 20 people taking part in the Royal Parks Half Marathon.

Other fundraising highlights

Other highlights include The Truants raising over £129,000 from their bike ride in Argentina, The Heavy Metal Truants raising over £37,000 during their annual bike ride from Alexandra Palace to Download Festival and our fantastic London Marathon runners raising over £14,000.

Artist Engagement

Engagement from artists is vital to our work and success. We've seen centre visits from a number of artists in 2023 including O2 Silver Clef winners Raye and Neneh Cherry, and visits to partner organisations from Biffy Clyro and Mark King.

Soundwaves Art Foundation raised over £46,000 in 2023 and The Who raised £75,000 from their incredible gig at Sandringham Estate in Norfolk.

Events

In 2023, we delivered a full events programme, and we were grateful to see all of our sponsors and supporters there with us. As we go into 2024, we will look to continue to build our events portfolio, increasing fundraising and awareness of the Charity.

Race Day

Nordoff and Robbins Music Therapy event calendar kicked off in April with one of the music industry's favourite events, the Race Day which was supported by long standing sponsors Tysers Live and Simkins. For the first time in the long history of the event the racing was abandoned in the

morning due to a waterlogged ground. Incredibly everyone still turned up in support of Nordoff and Robbins and a record-breaking amount was raised in live auction.

Golf Day

The Golf Day returned to its new home of the Lambourne Golf Club in Berkshire. Teams from the worlds of music, business and sport came together for a day packed with camaraderie and gentle competition. We saw sponsorship from Raymond Weil and Tysers, as well as 30+ golf hole sponsors, with branded banners across the course.

Wine Dinner

The annual Wine Dinner for the music industry was held again in May at the home of Berry Bros. & Rudd, Britain's oldest wine merchant. We were delighted to welcome back YouTube Music as headline sponsors for the event.

O2 Silver Clef Awards Lunch

Our flagship event the O2 Silver Clef Awards Lunch was held on 30th June which has been supported by O2 for over 20 years celebrated the award winners Stormzy, Gregory Porter, Mark King, Biffy Clyro, Adam Lambert, Neneh Cherry, Ayana Witter Johnson, Wet Leg, Nova Twins, N-Dubz and Raye.

Carol Service

We ended the year with the Carol Service in December, which benefited from a refreshed format and a rocking roof lifting performance by the Kaiser Chiefs. The event was sponsored by Hipgnosis for the fourth year.

Last year we were supported once again by our third-party events (events ran by others in support of Nordoff and Robbins Music Therapy), including:

- Legends of Rugby Dinner: Honouring Alex Goode and Emily Scarrett
- Legends of Football: Honouring Emma Hayes and Ian Wright
- Music Industry Trusts Award: Honouring Lucy Dickins
- The Scottish Music Awards (SMAs) – celebrating it's 25th anniversary, the SMAs has become one of the most celebrated nights in the Scottish events calendar. Local and international talent from across the industry are recognised, with Sir Elton John, Davey Johnstone, Barbara Dickson, The Snuts, Dead Pony, and Middle of the Road all being awarded. The evening showcased the emerging and established talent coming from Scotland with Dead Pony and Middle of the Road who performed alongside rapper Bemz, singer-songwriter Callum Beattie, Katie Gregson-MacLeod and Joeseef, and a performance by Bay City Roller Stuart 'Woody' Wood.

Trusts and foundations

Our thanks go out to the BRIT Trust for their generous support for our Pilot Projects and Masters Programme Student Placements, and to our other trusts and foundations for their crucial contributions. This year their support has helped us to improve our facilities for people with disabilities in the London Centre, and make sure we continue to increase accessibility to music therapy for the most vulnerable people in our society. Our supporters include:

- Universal Music Group
- Sony Music Entertainment UK

- The People's Postcode Lottery
- The Garfield Weston Foundation
- City Bridge Trust
- The J Brenda Hoskins Charitable Trust
- The Band Trust
- The Mill Charitable Trust

People and culture

2023 saw our teams in the charity grow, stretch and thrive as our culture of coaching and collaboration continues, fuelling connection and community within our work at Nordoff and Robbins.

Continued support, wellbeing, and learning and development for colleagues old and new has developed a progressive, cohesive, and healthy environment where colleagues are engaged and valued.

Open and transparent two-way communication is at the heart of our culture. Ask Us Anything's (all colleague Zoom calls) are fundamental in our internal communications, as are the 'coffee and catch ups' with the CEO which continue to drive forward our 'nothing for you without you' principle with regards to ideas, views and the opportunity to ask questions freely. Regular organisational updates throughout each month mean that colleagues are kept well informed in spite of not being in the same geographical location. Regular colleague check ins, 1-2-1s and Deep Dives mean that we can make sure that everyone has the tools, knowledge and skills they need to flourish and succeed.

Each year we take part in a Charity Pulse survey, giving our colleagues the opportunity to anonymously feedback to us. In 2023, the survey report fed back that Nordoff and Robbins continues to maintain a strongly engaged workforce and retains excellent levels of staff satisfaction across many areas of working life.

One colleague wrote: *"The big picture is that Nordoff and Robbins is a wonderful place to work, with so many inspiring and supportive colleagues to work alongside. I feel proud to represent this organisation and feel fulfilled by the work I have the privilege of doing with the clients I meet."*

Our annual all colleague gathering – NoRFest – was in person again in 2023 and saw us at the fabulous Bridgewater Hall in Manchester. Being able to hold the event in a city so close to the heart of Nordoff and Robbins was a joy and our colleagues fed back to us how much they valued being about to meet outside of London. This year's focus was our upcoming new strategy, and we were able to share our early thinking and get every colleague involved in helping us shape the strategy. Hearing many different voices from across the organisation proves very popular, and we will be continuing this in 2024 and beyond. The second day was full of CPD (continuous professional development) and external voices to further support and develop all colleagues.

Looking ahead – Continued development of our People

2024 will see ongoing training and development, both from internal and external providers, and formal and informal CPD, to allow colleagues to access what they need, to learn at their own pace, and to give them every opportunity available to them.

Our Equity, Diversity, Inclusivity and Belonging (EDIB) work continues to grow and focus on real, tangible change that will benefit colleagues, clients and students both now and long into the future. We have benchmarked our EDIB work so far with Talent Inclusion and Diversity Evaluation (TIDE) and

will work in partnership with the Employers Network for Equality and Inclusion (ENEI) to ensure we continue to strive for excellence.

The next phase of our culture plan will continue to see us cement our People First principles and our place as a leader in positive workplace culture. Valued behaviours and core cultural principles are front and centre in all of our recruitment, deep dives, policies, and all other areas of the colleague lifecycle. We remain committed to personalisation and an understanding of the ever changing landscape and the new (and existing) challenges our people face means we are able to flex, adapt, and tailor the support required with a human-to-human response, rather than process and procedure.

Brand and website

Introducing Nordoff and Robbins: A new look and a new website

In February, we rebranded and launched a new website. We made the decision to rebrand so that we could expand our vital services to more children and adults across the UK, and to protect current and future funding for music therapy delivery, education and research.

With our clients and mission at our core, we refreshed our purpose, putting accessibility front and centre and amplifying the power of music through a new website, tone of voice, vibrant palate and logo.

Developed alongside award-winning design agency Pentagram and digital agency Hex Digital, our new identity is designed to be vibrant and accessible, in both look, experience and language.

In response to the growing need for music therapy, our main focus as a charity is to increase the accessibility and availability of our transformative services. To do that it is vital that we reach more people across the UK and communicate the power of music and the benefits of music therapy. With this new identity, our aim is to turn up the volume.

These changes start right at the top, with our name. Before, we were known as Nordoff Robbins. Now, we are Nordoff and Robbins: a small tweak, but a telling one. And our research has validated this, showing that the '&' between our name has increased brand trust each month by several percentage points and by as much as 10% in certain months. The new name clarifies the fact that Paul Nordoff and Clive Robbins, the charity's pioneering founders, were two different people. Our approach to music therapy is based on the understanding that every person is unique and needs to be treated as such, and that applies as much to our founders as it does to our clients.

The new name also helps communicate the sense of connection that is fundamental to our work. In our new logo, the 'and' is rendered as an ampersand that bridges the two initials. This reflects not just the unbreakable relationship between the two founders, but the profound connections that are built each day between our therapists and their clients as they communicate through collaborative music making. Created by a single line, the ampersand is also inspired by the shape of sound waves, inspired by the music that runs through our DNA.

Structure, governance and management

Nordoff-Robbins Music Therapy is a registered charity in England and Wales (number 280960), a registered charity in Scotland (number SC048817) and is constituted as a charitable company limited by guarantee (registered in England and Wales with company number 1514616). The charity operates under the abbreviated name Nordoff and Robbins and is governed by its memorandum and articles of association dated 13 November 2008, updated to include references to Scotland on 10 October 2018.

Our Board of Trustees

The membership of the Board of Trustees comprises music industry leaders, people with business, financial, HR and legal expertise, and professionals who represent the sectors which the charity serves – this includes health and social care, educational and community arts professionals.

Members of the Board of Trustees, who are Directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year up to the date of this report are:

- David Munns OBE - Chair
- Karen Ann Josephides - Chair of the HR & Remuneration Committee
- Howard Jones - Chair of the Finance Committee
- Neil Warnock MBE - Chair of the Fundraising Committee
- Jane Bryant – Chair of the Music Services Committee
- Sophie Guest
- Graham Bell
- Emma Banks
- Mervyn Lyn
- Mark Jaffrey
- Lucy Noble (appointed 18 April 2023)

Recruitment to our Board is through recommendation and appointment by a majority vote of the existing Trustees. New Trustees are given a formal induction, and all are encouraged to see our music therapy work firsthand and music therapy work is shared at every board meeting to ensure the work of our board is grounded in our mission.

The charity purchases Trustee indemnity insurance annually. For 2023, the premium was £8,196 and includes an insurance premium tax at 12%. No trustees were reimbursed for the costs of attending board meetings.

Senior Leadership Team

The Board of Trustees delegates the day-to-day administration of the charity to a Chief Executive Officer (CEO) who is responsible for providing leadership, strategic direction, management and financial control. The CEO and Trustees appoint a Senior Leadership Team to support the management of the charity.

At the end of 2023 this comprised:

- Sandra Schembri, Chief Executive Officer
- Hardeep Singh, Director of Finance and Operations
- Shelley Lindley, Director of People
- Dr Simon Procter, Director of Music Services (Education, Research and Public Affairs)

- Angus Nelson, Director of Restricted Fundraising
- Sandy Trappitt, Director of Unrestricted Fundraising
- Oksana Zharinova-Sanderson, Director of Music Services (Quality Assurance, Chief Practitioner, International Development)
- Nadra Shah, Director of Engagement and Communications

Nordoff and Robbins is committed to a fair and appropriate reward policy for all staff, from the Chief Executive down, benchmarking against the charity and commercial sectors. Our priority is to attract the best candidates and get the right person in the right role at all levels of our organisation.

Pay for the Chief Executive and each member of our Senior Leadership Team is agreed by our Remuneration Committee. The committee is made up of members of our Board of Trustees. The CEO's salary in 2023 was £113,547. One member of the Senior Leadership Team earned £80-90,000, and four members earned £70-80,000.

Governance

Nordoff and Robbins has a strong and robust governance structure alongside the Board. There are four governance committees:

- The Finance Committee (including Audit and Investments)
- The HR & Remuneration Committee
- The Music Services Committee
- The Fundraising Committee

The Board of Trustees met 3 times in 2023 to review the activities of the charity. The CEO reports on all operational matters relating to Nordoff and Robbins nationwide as well as overall charity and other strategic matters.

The Directors of Music Services and the Chair of the Music Services Committee report on matters relating to our service delivery, quality assurance, training programmes and research. The Director of Fundraising reports on all fundraising events and initiatives brand and reputational matters, the Director of Finance and Operations reports on the financial results and position of the Charity, and the Director of People reports on specific HR matters for which the Board has primary responsibility.

Public benefit

In drawing together our strategic plan and outlining our aims, objectives and future activities, we have referred to and complied with the duty in section 17(5) of the Charities Act 2011. This relates to having due regard to the Charity Commission's published general guidance on public benefit. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

Financial review

Results for the year and financial position of the group

The results of the Charity and subsidiary companies for the year are shown in detail in the Consolidated Statement of Financial Activities on page 35. In summary, the consolidated total income was £5,980,125 (2022: £7,614,180) of which £240,872 (2022: £225,520) was from investment income. Expenditure in the year totaled £8,183,409 (2022: £7,357,715 leaving a deficit before revaluation of investments of £2,203,285 (2022: surplus of £256,465). Unrealised gains of £274,098 (2022: losses of £1,305,716) were recognised on the investment portfolio.

The performance of the individual subsidiary undertakings is disclosed in note 2. The Charity wholly owns a subsidiary undertaking, Silver Clef Productions Limited and event sponsorship is channeled through this subsidiary along with funds relating to audio and visual rights. For the year ending 31 December 2023, Silver Clef Productions Limited made a net profit of £274,279 (2021: £354,410) which will be gift-aided to the charity in its entirety. Nordoff and Robbins has a 50% shareholding in the Music Industry Trusts Ltd. Since 2011, this company has been treated in the accounts as a joint venture.

Investment Policy

The management of the Charity's investment fund is delegated to a professional investment manager. The Board's investment policy is to aim for maximum growth in the capital value of the portfolio, whilst providing a steady and growing income stream for the Charity. The Board seeks to control risk through an appropriate diversification of asset classes within the portfolio, to include fixed interest bonds, UK and overseas equities, and cash. The Board's investment policy includes ethical restrictions which preclude any direct investments where children and/or vulnerable adults are deemed exploited or at risk. The terms of reference of the Finance Committee include the review of investment performance, which it does three times per year. The performance of the portfolio is measured against an appropriate bespoke index which reflects the committee's guidelines for different asset classes within the portfolio. The Trustees remain satisfied with the overall investment performance.

Reserves Policy

The Trustees review the Charity's reserves policy annually in light of its strategic plans, past fundraising performance and future cash flow needs. There are 5 key areas that the Trustees have determined our reserves should support:

- Ensuring our services to beneficiaries, including our students, can be maintained or wound down in a planned and managed way should the charity run into financial difficulties.
- Smoothing the risk inherent in the Charity's fundraised income generation plans, particularly in relation to events fundraising.
- Designated incremental funding for our strategic development and expansion plans.
- Designated funding to maintain our buildings and therapy spaces.
- Designated funding to reflect the illiquid nature of that portion of reserves held as fixed assets.

Free reserves

As the largest provider of music therapy in the UK after the NHS, Nordoff and Robbins has a significant duty of care to its music therapy clients across the country, many of whom present with complex physical, emotional and mental health needs.

There is a significant reliance from our clients on the music therapy they receive weekly, all year round, and in many of the geographical locations that we operate there is no alternative music therapy provision.

The Trustees therefore have determined that it is appropriate to hold free reserves equivalent to eighteen months' music therapy services operating costs to support and safeguard the continuation of music therapy activities should the Charity suffer financially as a result of any deterioration in economic conditions.

The Trustees are of the view that this buffer would allow service provision to continue across the country whilst alternative funding is sought, following which in the worst-case scenario, a managed wind down of services could be undertaken. This approach would minimise the impact of withdrawal of services on our most vulnerable beneficiaries. Eighteen months' operating costs relating to charitable music therapy activities equates approximately to free reserves of £8,099,180, based on 2023 delivery costs (excluding apportionment of one-off rebrand and website costs).

Designated funds

Trustees have designated funds in respect of the Charity's ambitious new strategy and growth programme which is clearly mapped out within Nordoff and Robbins Strategic Plan 2019-2024. Key strands of the charity's strategic expansion plan include:

- Increasing our influence in policy and campaigning around music and health issues.
- Launch our wider offer of music and health provision for those unable to access our core music therapy provision.
- Increase the proportion of our work that is free to access to 40% by 2024.
- Continue to unify the merged organisation and rebuild fundraising in Scotland.

At the start of the Charity's five-year strategic plan, the Trustees opted to designate a sum of £1.5m to fund strategic projects over and above usual running costs. Unrealised gains on the investment portfolio are added to this designation each year, as this represents additional funds the Charity can use to invest in future developments. Unrealised losses on investments will reduce the value of the fund. During 2023 expenditure from this fund was used to develop a new brand and website which at the end of the year stood at £1,640,510.

The designated fixed assets fund mirrors the net book value of the Charity's tangible fixed assets and, subject to additions, will reduce as assets are depreciated over the course of their useful life. The Charity's asset base is predominantly held as land and buildings used in the delivery of charitable activities. These assets are by nature highly illiquid and cannot be readily converted to cash in times of difficulty, and as such the Trustees do not consider fixed assets to contribute to free reserves. At the end of 2023, the designated fixed asset fund amounted to £1,674,628. The designated maintenance fund is intended to cover the cost of planned and unplanned repairs, maintenance and major works to the charity's land and buildings. The level of designated funds is reviewed annually by Trustees in the context of ongoing operational requirements, and the sum of £250,000 has been set aside for these purposes.

A fund has been designated to provide for the Charity's commitment to our student beneficiaries. While the Masters and PHD students accepted onto our training courses invest some of their own funds into their education, the courses are heavily subsidised by the Charity. Our validation partner Goldsmiths requires us to have a high level of financial resilience in order to secure the medium-term future of the Masters and PHD programmes. The trustees have designated £1,400,000 to ensure that all students accepted onto our programmes are able to complete their studies, should the charity run into financial difficulties. This represents just over two years' operating costs of our Masters and PHD programmes.

Analysis of designated funds at 31 December 2023:

Strategic development fund: £1,640,510

Education and Training continuity fund: £1,400,000

Fixed assets fund: £1,674,628

Maintenance fund: £250,000

Total designated funds: £4,965,138

Analysis of free reserves and total reserves at 31 December 2023

The Charity's free reserves at 31 December 2023 were £4,494,897, a decrease of £1,819,395 on the figure at 31 December 2022. Designated funds set aside by Trustees for specific purposes and to reflect that portion of reserves not readily convertible to cash, amounted to a further £4,965,138. Total reserves at 31 December 2023 were £9,460,035. Actual free reserves at 31 December 2023 were £4,494,897, 45% below the Trustees' target of £8,099,180. Trustees understand that while this is manageable in the short term, they will work with leadership to develop the new strategic plan for 2025-29 so that the charity returns to a sustainable position.

Fraud policy

Nordoff and Robbins is committed to a culture of honesty, integrity and propriety in the delivery of its services, fundraising activities and in the use of public funds.

Nordoff and Robbins takes a zero-tolerance approach towards fraud. We strive to instill a culture of ethical behaviour throughout the Charity and encourage awareness of risk where appropriate, to help mitigate such risk by strengthening preventative and detective controls. Employees are required to report all reasonable suspicions of actual or attempted fraud and such instances will be investigated.

Principal risks and uncertainties

The Charity manages risk in relation to core areas including:

- Strategic
- Reputational
- Operational
- People
- Financial
- External
- Compliance

The strategic risks facing the organisation were reviewed in 2022. The most significant risk areas were considered to be:

- Income from fundraising and music therapy services insufficient to support delivery plans
- Impact of cost of living crisis on income and costs
- Reputational damage from a safeguarding incident or data breach
- Serious health and safety incident
- Failure to attract or retain high quality colleagues
- Loss of validations for masters course

Throughout 2023, strategic risks as well as live issues related to the Covid-19 pandemic were discussed by the Finance Committee and at every Board meeting to ensure that the Board had sight of the headline risk areas and associated mitigations. Risks and issues were also reviewed monthly by the Senior Leadership Team.

Health and safety procedures are in place and are reviewed and updated annually, with updates provided to the Board of Trustees.

Events after the reporting period

There are no adjusting events after the balance sheet date.

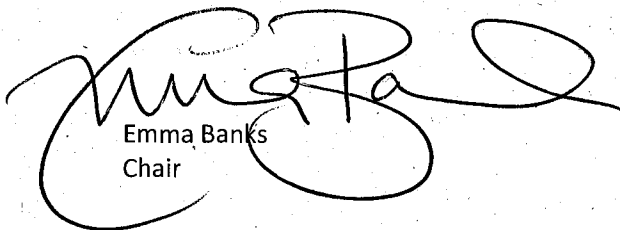
Statement as to disclosure of information to the auditor

The trustees in office on the date of this report have confirmed, as far as they are aware, that there is no relevant audit information of which the auditors are unaware. Each of the trustees have confirmed that they have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

Auditor

Crowe U.K. LLP has indicated its willingness to continue in office.

The Trustees' Report, including the strategic report therein, was approved by the Board of Trustees on 1 May 2024 and signed on their behalf by:



Emma Banks
Chair

Financial statements

Trustees' responsibilities in the preparation of financial statements

The Trustees are responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Trustees' responsibilities in the preparation of financial statements. Trustees (who are also Directors of Nordoff-Robbins Music Therapy for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards). Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Auditor's Report to the Members of Nordoff-Robbins Music Therapy

Opinion

We have audited the financial statements of Nordoff-Robbins Music Therapy for the year ended 31 December 2023 which comprise the Consolidated Statement of Financial Activities, the Group and Company Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and charitable company's affairs as at 31 December 2023 and of the group's 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 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the Trustees' Annual Report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report the strategic report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report and the Trustees' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; 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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 30, 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.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the group and charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulations and those regulations associated with Safeguarding.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition and completeness of voluntary and music services income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Independent Auditor's Report
For the year ended 31 December 2023

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 and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Janette Joyce
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Reading

Date: 12 June 2024

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING AN INCOME AND EXPENDITURE ACCOUNT)
For the year ended 31 December 2023

	Notes	Unrestricted General funds 2023 £	Designated Funds 2023 £	Restricted Funds 2023 £	Total funds 2023 £	Total funds 2022 £
INCOME AND ENDOWMENTS FROM:						
Donations and Legacies		1,847,186	-	380,761	2,227,947	3,875,840
Charitable Activities	3	1,889,398	-	-	1,889,398	1,780,007
Other Trading Activities		1,500,146	-	-	1,500,146	1,644,524
Investments		240,872	-	-	240,872	225,520
Net income from Joint Venture	9c	121,762	-	-	121,762	88,289
TOTAL		5,599,364	-	380,761	5,980,125	7,614,180
EXPENDITURE ON:						
Raising Funds		1,545,131	102,159	-	1,647,290	1,518,325
Charitable Activities		4,982,644	1,139,392	380,761	6,502,797	5,801,690
Other		33,322	-	-	33,322	37,700
TOTAL	4	6,561,097	1,241,551	380,761	8,183,409	7,357,715
OPERATING SURPLUS/(DEFICIT)		(961,733)	(1,241,551)	-	(2,203,284)	256,465
Net gains/(losses) on Investments		274,098	-	-	274,098	(1,305,716)
NET INCOME/(EXPENDITURE)		(687,635)	(1,241,551)	-	(1,929,186)	(1,049,251)
Transfers Between Funds		(1,131,761)	1,131,761	-	-	-
Net movement in funds		(1,819,396)	(109,790)	-	(1,929,186)	(1,049,251)
RECONCILIATION OF FUNDS						
Total funds brought forward		6,314,292	5,074,929	-	11,389,221	12,438,471
TOTAL FUNDS CARRIED FORWARD	14	4,494,896	4,965,139	-	9,460,035	11,389,220

All of the above results are derived from continuing activities. The statement of financial activities includes all gains and losses recognised in the year.

GROUP AND COMPANY BALANCE SHEET

As at 31 December 2023

Nordoff-Robbins Music Therapy company no. 1514616

	Notes	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
FIXED ASSETS					
Tangible fixed assets	8	1,674,628	1,721,820	1,674,628	1,721,820
Listed investments	9a	6,686,926	7,643,522	6,686,926	7,643,522
Investments in subsidiary	9b	-	-	100	100
Share of net assets in joint venture	9c	17,063	(27,344)	1	1
		8,378,617	9,337,998	8,361,655	9,365,443
CURRENT ASSETS					
Debtors	10	930,637	601,906	929,699	657,670
Cash on deposit		2,087	51,786	2,087	51,786
Cash at bank and in hand		781,087	2,137,857	613,127	1,648,011
		1,713,811	2,791,549	1,544,913	2,357,467
CREDITORS: amounts falling due within one year	11	(632,393)	(740,327)	(720,813)	(688,200)
NET CURRENT ASSETS		1,081,418	2,051,222	824,100	1,669,267
NET ASSETS	14	9,460,035	11,389,220	9,185,755	11,034,710
UNRESTRICTED FUNDS					
Designated Funds					
Fixed Asset Fund	14	1,674,628	1,721,820	1,674,628	1,721,820
Maintenance Fund	14	250,000	250,000	250,000	250,000
Training Continuity Fund	14	1,400,000	1,400,000	1,400,000	1,400,000
Strategic Fund	14	1,640,510	1,703,108	1,640,510	1,703,108
General fund	14	4,494,897	6,314,292	4,220,617	5,959,782
TOTAL UNRESTRICTED FUNDS		9,460,035	11,389,220	9,185,755	11,034,710
RESTRICTED FUNDS	14	-	-	-	-
TOTAL FUNDS		9,460,035	11,389,220	9,185,755	11,034,710

These financial statements were approved and authorised for issue by the Trustees on 1 May 2024 and signed on their behalf by:-



Emma Banks
Chair

CONSOLIDATED CASHFLOW STATEMENT
For the year ended 31 December 2023

	Notes	2023 £	2023 £	2022 £	2022 £
CASH FLOWS FROM OPERATING ACTIVITIES					
- Net cash (used in)/provided by operating activities	(a)		(2,803,043)		541,647
CASH FLOWS FROM INVESTING ACTIVITIES					
- Dividends, interest and rents from investments		240,872		225,520	
- Purchase of property, plant & equipment		(74,992)		(29,537)	
- Sale of property, plant & equipment		-		-	
- Proceeds from sale of investments		4,495,276		2,193,439	
- Purchase of investments		(3,316,945)		(1,384,047)	
- Movement in cash awaiting re-investment		52,363		(25,944)	
- of which acquired from merger		-		-	
Net cash provided by investing activities			<u>1,396,574</u>		<u>979,431</u>
Change in cash and cash equivalents in the reporting period			(1,406,469)		1,521,078
Cash and cash equivalents acquired from merger			-		-
Cash and cash equivalents at the beginning of the reporting period	(b)		2,189,643		668,565
Cash and cash equivalents at the end of the reporting period	(b)		783,174		<u>2,189,643</u>

CONSOLIDATED CASHFLOW STATEMENT
For the year ended 31 December 2023

(a) RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES:

	2023 £	2022 £
Net surplus/(loss) for the reporting period (as per the statement of financial activities)	(1,929,186)	(1,049,251)
Depreciation charges	122,185	118,547
(Gains)/losses on investments	(274,098)	1,305,716
Dividends, interest and rents from investments	(240,872)	(225,520)
(Increase)/decrease in debtors	(328,731)	180,067
Increase/(decrease) in creditors	(107,934)	212,088
Movement in share of joint venture	(44,407)	-
Net cash (used in)/provided by operating activities	<u>(2,803,043)</u>	<u>541,647</u>

(b) ANALYSIS OF CASH AND CASH EQUIVALENTS

	2023 £	2022 £
Cash at bank and in hand	781,087	2,137,857
Notice deposits (less than 3 months)	2,087	51,786
Total cash and cash equivalents	<u>783,174</u>	<u>2,189,643</u>

(c) ANALYSIS OF CHANGES IN NET DEBT

	At 1 January 2023 £	Cash flow £	At 31 December 2023 £
Cash at bank and in hand	2,137,857	(1,356,770)	781,087
Cash held on deposit	51,786	(49,699)	2,087
Total cash and cash equivalents	<u>2,189,643</u>	<u>(1,406,469)</u>	<u>783,174</u>

ACCOUNTING POLICIES

For the year ended 31 December 2023

Charity information

The Charity is a company limited by guarantee (registered number 1514616), which is incorporated in the UK. The address of the registered office is 2 Lissenden Gardens, London, NW5 1PQ. The principal activity of the charity is to bring the life-changing power of music to as many people as possible, through the delivery of:

- High-quality music therapy services across the UK
- World-leading music therapy training
- Research to demonstrate and continuously improve the impact of music therapy

Basis of preparation

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2016), applicable UK accounting standards including the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006. The company meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). The principal accounting policies adopted in the preparation of the financial statements are as follows:

Going concern

The Trustees have reviewed the reserves held by the Charity, budgets and forecasts that cover the twelve month period from the date of this report and in their opinion consider that the Charity has the resources needed in order to continue to operate as a viable going concern.

Tangible fixed assets and depreciation

Tangible fixed assets costing more than £2,000 are capitalised and included at cost including any incidental expenses on acquisition.

Depreciation is provided using the following rates and bases to write off the tangible fixed assets over their estimated useful lives. Freehold property includes the land element and is not split between land and buildings because the difference in depreciation charge is not expected to be materially different:-

Freehold property	2% straight line
Short leasehold property improvements	Over the term of the lease
Centre Equipment	Straight line over the estimated useful life ranging from 3 to 10 years with a full year's charge in the year of acquisition
Fixtures and fittings	Straight line over the estimated useful life ranging from 3 to 10 years with a full year's charge in the year of acquisition

Investments

Investments held as fixed assets are re-valued at mid-market value at the balance sheet date. It is the charity's policy to keep valuations up to date such that when investments are sold there is no gain or loss arising from the revaluation of investments. As a result the Statement of Financial Activities only includes those unrealised losses or gains arising from the investment portfolio during the year. The investment in the wholly-owned subsidiary undertakings is held at cost less any provision for impairment. The Board's investment policy is to aim for maximum growth in the capital value of the portfolio, whilst providing a steady, and growing, income stream for the Charity. Whilst the capital value of the portfolio declined due to adverse market conditions, investment income remained stable over the year. In the context of a turbulent market, the trustees consider the policy objectives to have been met for the year.

Subsidiary and associated undertakings and joint ventures

The charity has one wholly owned subsidiary undertaking: Silver Clef Productions Limited together with 50% ownership of a further undertaking, Music Industry Trusts Limited which has been classified as a joint venture. These undertakings have been actively trading throughout the year, and are incorporated in England, passing up their profits, either in whole or in part, to the charity by Gift Aid. These accounts

ACCOUNTING POLICIES

For the year ended 31 December 2023

consolidate the results of Silver Clef Productions Limited, under the equity method of accounting.

A separate Statement of Financial Activities, or Income and Expenditure Account, for the charity itself is not presented because the charity has taken advantage of the exemptions conferred by Section 408 of the Companies Act 2006.

Silver Clef Productions Limited

The principal activity of the company is to carry out certain fundraising event functions, as well as to receive any funds relating to previous concert production and the selling of audio and visual rights on behalf of the parent charity.

Music Industry Trusts Limited

This undertaking's trade is principally the promotion of the British Music Industry Awards. The Music Industry Trusts Limited is treated as a joint venture in the consolidated accounts under the equity method because there is joint control by Nordoff and Robbins and BRIT Trust. The charity receives part of the profits of this undertaking by Gift Aid. The Music Industry Trusts Limited made a net donation of £121,761 to Nordoff and Robbins (2022: £88,289), represented by net joint venture income contributable to the charity in these accounts.

Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Gifts donated for resale by the charity are recorded by the charity at their value at the time of realisation. No amounts are included in the financial statements for services donated by volunteers. Grants are accounted for under the performance model as permitted by the charity SORP.

Expenditure

Expenditure is included in the Statement of Financial Activities on the accruals basis, inclusive of any VAT which cannot be recovered.

Grants payable are charged in the year when the offer is conveyed to the recipient.

Support costs are those costs which have not been directly charged to an activity of the charity but nevertheless support those activities. In these accounts, support costs, including governance costs, have been allocated to charitable activities and expenditure on raising funds on a detailed apportionment methodology incorporating staff head count, floor space and organisational spend as cost drivers.

Governance costs are those costs that are deemed to relate to the governance of the charity and include external audit fees, governance-related trustee expenses, direct expenditure on national and international strategy development, and an appropriate proportion of support costs including senior management time.

ACCOUNTING POLICIES

For the year ended 31 December 2023

Redundancy and termination payments are included within the accounts on an accruals basis, in line with other expenditure and measured at the best estimate of the expenditure required to settle the obligation at the reporting date.

Reserves

Restricted funds are subject to specific restrictions imposed by the donor. Designated funds are set aside by the Trustees for specific purposes, but would otherwise form part of the general funds. General funds are available to spend at the discretion of the Trustees in furtherance of the charitable objectives.

Financial instruments

The charity holds only financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments include debtors and creditors, and investments in non-puttable ordinary shares. Debtors and creditors are initially recognised at transaction value and subsequently measured at fair value. Note 16 provides more information on financial instruments where future cash flows are anticipated, with financial assets referring to fixed asset investments and debtor balances excluding prepayments, and financial liabilities referring to all creditor balances excluding deferred income and other taxation and social security.

Pension contributions

The charity makes pension contributions to staff under money purchase schemes. The amount charged to the Statement of Financial Activities in respect of pension costs and other post retirement benefits is the sum of contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Operating lease and rental policy

Operating lease payments are recorded as expenditure or expenses of the related funds when paid or incurred. Neither an asset nor an obligation is recorded for operating leases. Accordingly, rental payments are recorded as an expense in the SoFA.

Significant judgements and estimates

The trustees consider that there are no material judgements in applying accounting policies or key sources of estimation uncertainty.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

1 MEMORANDUM OF ASSOCIATION AND TAXATION STATUS

The company is limited by guarantee and has no issued share capital. Every member, in pursuance of Clause 8 of the Revised Memorandum of Association, undertakes to contribute a sum not exceeding £1 in the event of the company being wound up whilst he or she is a member. The company is a charity for the purposes of Chapter 3 Part 11 of the Corporation Tax Act 2011 or Section 256 of the Taxation of Chargeable Gains Act 1992 and as such is exempt from taxation on its income to the extent that such income or gains are applied exclusively to charitable activities.

2 NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARIES

	Silver Clef Productions Ltd Total 2023 £	Total 2022 £
Turnover	427,993	468,207
Cost of sales	-	-
GROSS PROFIT	427,993	468,207
Interest receivable	3,740	507
Administration costs	(157,454)	(114,204)
NET PROFIT	274,279	354,510
RETAINED PROFIT FOR THE YEAR AND CARRIED FORWARD	274,279	354,510

The assets and liabilities of the subsidiaries were:

	Silver Clef Productions Ltd £	Total 2022 £
Current assets	370,914	542,976
Current liabilities	(96,535)	(188,366)
Net assets	274,379	354,610
Share capital	100	100
Profit and loss account	274,279	354,510
Capital and reserves	274,379	354,610

The results of and balance sheet of Silver Clef Productions Limited is extracted from its published accounts for the year ended 31 December 2023.

Silver Clef Productions Limited, paid £354,510 to the parent charity in accordance with the terms of a cost-sharing agreement between the two entities covering the purchase of staffing and support costs.

Silver Clef Productions Limited will gift aid it's entire profits to the parent charity during 2024.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

3 INCOME FROM CHARITABLE ACTIVITIES

	2023 £	2022 £
Music services generated income	1,678,377	1,549,558
Training and research generated income	211,021	230,449
	1,889,398	1,780,007

4 EXPENDITURE

	Direct costs £	Grants Payable £	Support Costs £	Total 2023 £	Total 2022 £
Expenditure on raising funds	1,514,390	-	132,899	1,647,289	1,518,325
Charitable Activities					
Music Services	3,729,692	-	2,006,458	5,736,150	5,139,615
Training and Research	471,638	-	295,010	766,648	662,075
	4,201,330	-	2,301,468	6,502,798	5,801,690
Other expenditure	33,322	-	-	33,322	37,700
Total Expenditure	5,749,042	-	2,434,367	8,183,409	7,357,715

No grants payable or committed, including related costs, were made during the year (2022: £0).

No travel and subsistence costs incurred on behalf of the charity were reimbursed to any trustee during the year (2022: £0).

An amount of £8,196 (2022: £7,452) was paid by the charity in respect of the Trustees' Indemnity Insurance premium.

5 SUPPORT COSTS

	2023 £	2022 £
Support costs allocated to charitable activities include:		
IT/ AV & Telecommunications	180,747	186,963
Publicity & Communications	699,935	601,912
Rebrand and new website	336,696	347,996
Premises & Operational Support	310,094	155,062
Human resources & staffing support	342,184	275,635
Depreciation	122,185	118,547
Governance costs	235,230	132,456
Other support costs	207,296	185,843
	2,434,367	2,004,414

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

6	NET INCOME	2023	2022
		£	£
	Net income for the group is stated after charging:		
	- Depreciation	122,185	118,547
	- Payments due under operating leases	8,807	8,001
	- Auditors Remuneration – Audit fees (Excluding VAT)		
	- Relating to the parent charity	23,850	21,250
	- Relating to subsidiaries	4,300	3,950
		<hr/>	<hr/>
7	STAFF COSTS	2023	2022
		£	£
	Wages and salaries	4,790,963	4,247,938
	Social security costs	480,627	444,326
	Other pension costs	237,382	207,738
		<hr/>	<hr/>
		5,508,972	4,900,002

The total remuneration of key management personnel at the charity was £647,623 (2022: £659,015). This relates to the leadership team which at the year end comprised 4 Directors, one Deputy Director and the Chief Executive (2022: 6 Directors and the Chief Executive). Staff costs include termination payments of £0 (2022: £0). No accrued annual leave was recognised (2022: £0).

The number of employees whose emoluments exceeded £60,000 are stated below:

	2023	2022
	Number	Number
£60,000 - £70,000	-	3
£70,000 - £80,000	4	2
£80,000 - £90,000	1	1
£110,000 - £120,000	1	1
	<hr/>	<hr/>

The average number of employees during the year was 151 (2022: 133) with the Full Time Equivalent (FTE) average number of employees at the year end, including staff directors, being:-

	2023	2022
	Number	Number
Music therapists and other charitable staff	122	101
Fundraisers	15	15
	<hr/>	<hr/>
	137	116

	£	£
Pension contributions for the highest paid employees	30,920	27,908
Retirement benefits were accruing to directors as follows:		
Money purchase scheme	6	7
	<hr/>	<hr/>

No trustee or ex trustee received any remuneration (2022: none)

Nordoff-Robbins Music Therapy

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2023

8 TANGIBLE FIXED ASSETS					
GROUP AND CHARITY	Freehold property £	Short leasehold property improvements £	Centre equipment (incl. Tape Library) £	Fixtures and fittings £	Total £
Cost					
At 1 January 2023	4,076,524	389,280	-	100,489	4,566,293
Additions				74,992	74,992
Disposals			-	-	-
At 31 December 2023	<u>4,076,524</u>	<u>389,280</u>	<u>-</u>	<u>175,481</u>	<u>4,641,285</u>
Depreciation					
At 1 January 2023	2,450,103	363,180	-	31,189	2,844,472
Charge in year	81,530	26,100	-	14,555	122,185
Eliminated on disposals	-	-	-	-	-
At 31 December 2023	<u>2,531,633</u>	<u>389,280</u>	<u>-</u>	<u>45,744</u>	<u>2,966,657</u>
Net book value					
At 31 December 2023	<u>1,544,891</u>	<u>-</u>	<u>-</u>	<u>129,737</u>	<u>1,674,628</u>
At 31 December 2022	<u>1,626,421</u>	<u>26,100</u>	<u>-</u>	<u>69,299</u>	<u>1,721,820</u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

9a LISTED INVESTMENTS

	2023	2022
GROUP AND CHARITY	£	£
Market value at 1 January	7,643,522	9,732,686
Additions	3,316,945	1,384,047
Sales proceeds	(4,495,276)	(2,193,439)
Realised and unrealised gains/(losses) on Investment assets	274,098	(1,305,716)
Movement in cash	<u>(52,363)</u>	<u>25,944</u>
Market value at 31 December	<u>6,686,926</u>	<u>7,643,522</u>
	2023	2022
	£	£
Investments comprise the following:		
UK investments		
Fixed interest	793,377	874,304
Equities	1,928,221	2,898,723
Money Market Instruments	-	700,000
	<u>2,721,598</u>	<u>4,473,027</u>
Overseas investments		
Fixed Interest	352,700	368,020
Equities	2,830,631	2,040,736
	3,183,331	2,408,756
Property	136,216	130,717
Other assets	488,250	572,684
Cash awaiting re-investment	<u>157,531</u>	<u>58,338</u>
	<u>6,686,926</u>	<u>7,643,522</u>

There are no investments held that comprise more than 5% of the portfolio's value at the end of 2023; (2022; Goldman Sachs Sterling Reserves 9%, Vanguard Funds PLC S&P 500 9%)

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

9b INVESTMENT IN SUBSIDIARY UNDERTAKING

In addition to the investments listed above the charity also holds £100 investment in its subsidiary as follows:

	Country of incorporation	Holding	Proportion held	Nature of business
Silver Clef Productions Limited	UK	Ordinary share	100%	Events production and fundraising

Company no. 02796952

Registered office:

2 Lissenden Gardens

London

NW5 1LP

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

9c INVESTMENT IN JOINT VENTURE

The charity holds a £1 investment in a JV as follows:

	Nature of business	Holding	Proportion held
Music Industry Trusts Limited	Promotion of British Music Industry Awards	Ordinary share	50%

The profit of Music Industry Trusts Limited is donated under Gift Aid to its shareholders each year. The group year end balance sheet value of £17,063 represents the group's share of the joint venture's undistributed net assets at the balance sheet date (2022: Share of excess distribution £27,344).

Summary financial information of the joint venture

	Total 2023 £	Nordoff Robbins share£
Turnover	720,391	360,196
Cost of sales	(363,814)	(181,907)
GROSS PROFIT	356,577	178,289
Administrative expenses	(128,464)	(64,232)
Interest receivable	1,493	746
	229,606	114,803
Under accrued in 2022		6,959
PROFIT FOR THE FINANCIAL YEAR		121,762

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

10	DEBTORS	Group		Charity	
		2023 £	2022 £	2023 £	2022 £
	Trade debtors	243,683	278,813	225,683	225,683
	Amounts owed by subsidiary undertakings	-	-	-	108,894
	Other debtors	313,154	91,250	313,153	91,250
	Prepayments and accrued income	373,800	231,843	390,863	231,843
		<u>930,637</u>	<u>601,906</u>	<u>929,699</u>	<u>657,670</u>
11	CREDITORS: Amounts falling due within one year	Group		Charity	
		2023 £	2022 £	2023 £	2022 £
	Trade creditors	120,086	210,665	120,086	210,665
	Amounts owed due to subsidiary undertakings	-	-	184,955	-
	Other taxation and social security	136,736	152,529	136,701	147,007
	Other creditors	67,239	65,976	37,239	35,976
	Accruals and deferred income	308,332	311,157	241,832	294,552
		<u>632,393</u>	<u>740,327</u>	<u>720,813</u>	<u>688,200</u>

Within accruals and deferred income is £176,281 (charity) and £238,781(group) of deferred income (2022: £123,230 charity and £163,230 group). In the parent charity, this relates to a £3,760 of MMT funding paid in advance but applicable to 2024, £111 relating to fundraising events taking place in 2024, £169,034 representing advance payment for music therapy services, and £3,375 advance payment of PHD fees. In the subsidiary, this relates to £62,500 of events sponsorship relating to 2024. During 2023, £94,524 of deferred income carried forward from 2022 in respect of advance payment for music therapy services was released, along with £1,000 of funding for the MMT course and other projects, as well as £28,706 relating to fundraising events (charity and group).

Within creditors is £37,239 of outstanding pension contributions (2022: £35,976).

12 CAPITAL COMMITMENTS

There were no capital commitments at 31 December 2023 (2022: £0).

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

13 OPERATING LEASE COMMITMENTS

At 31 December the company was committed to make the following total minimum lease payments under non-cancellable operating leases for each of the future periods stated:

	Centre Equipment		Land and Buildings	
	2023	2022	2023	2022
Total future minimum lease payments due in:	£	£	£	£
Not later than one year	2,258	1,305	1,545	409
Later than one year not less than five years	743	700	-	-

14 RESERVES OF THE GROUP

Movements in funds – GROUP 2023

	At 1 Jan 2023	Income	Expenditure	Net investment gains	Transfers	At 31 Dec 2023
	£	£	£	£	£	£
General Fund						
	<u>6,314,292</u>	<u>5,599,364</u>	<u>(6,561,097)</u>	<u>274,098</u>	<u>(1,131,761)</u>	<u>4,494,896</u>
Designated Funds						
Fixed Asset Fund	1,721,821	-	(122,185)	-	74,993	1,674,629
Maintenance Fund	250,000	-	(61,769)	-	61,769	250,000
Training Continuity Fund	1,400,000	-	(720,901)	-	720,901	1,400,000
Strategic Fund	1,703,108	-	(336,696)	-	274,098	1,640,510
	<u>5,074,929</u>	<u>-</u>	<u>(1,241,551)</u>	<u>-</u>	<u>1,131,761</u>	<u>4,965,139</u>
Total unrestricted funds	<u>11,389,221</u>	<u>5,599,364</u>	<u>(7,802,648)</u>	<u>274,098</u>	<u>-</u>	<u>9,460,035</u>
Restricted funds						
Music Therapy Services	-	380,761	(380,761)	-	-	-
Total restricted funds	<u>-</u>	<u>380,761</u>	<u>(380,761)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total funds	<u>11,389,221</u>	<u>5,980,125</u>	<u>(8,183,409)</u>	<u>274,098</u>	<u>-</u>	<u>9,460,035</u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

Movements in funds – CHARITY 2023

	At 1 Jan 2023	Income	Expenditure	Net investment losses	Transfers	At 31 Dec 2023
	£	£	£	£	£	£
General Fund	<u>5,959,782</u>	<u>5,674,998</u>	<u>(6,556,501)</u>	<u>274,098</u>	<u>(1,131,761)</u>	<u>4,220,616</u>
Designated Funds						
Fixed Asset Fund	1,721,821	-	(122,185)	-	74,993	1,674,629
Maintenance Fund	250,000	-	(61,769)	-	61,769	250,000
Training Continuity Fund	1,400,000	-	(720,901)	-	720,901	1,400,000
Strategic Fund	1,703,108	-	(336,696)	-	274,098	1,640,510
	<u>5,074,929</u>	<u>-</u>	<u>(1,241,551)</u>	<u>-</u>	<u>1,131,761</u>	<u>4,965,139</u>
Total unrestricted funds	<u>11,034,711</u>	<u>5,674,998</u>	<u>(7,798,052)</u>	<u>274,098</u>	<u>-</u>	<u>9,185,755</u>
Restricted funds						
Music Therapy Services	-	380,761	(380,761)	-	-	-
Total restricted funds	<u>-</u>	<u>380,761</u>	<u>(380,761)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total funds	<u>11,034,711</u>	<u>6,055,759</u>	<u>(8,178,813)</u>	<u>274,098</u>	<u>-</u>	<u>9,185,755</u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

Movements in funds – GROUP 2022

	At 1 Jan 2022	Income	Expenditure	Net investment losses	Transfers	At 31 Dec 2022
	£	£	£	£	£	£
General Fund	<u>5,617,941</u>	<u>7,254,875</u>	<u>(5,802,243)</u>	<u>(1,305,716)</u>	<u>549,435</u>	<u>6,314,292</u>
Designated Funds						
Fixed Asset Fund	1,810,830	-	(118,547)	-	29,537	1,721,820
Maintenance Fund	250,000	-	(64,669)	-	64,669	250,000
Training Continuity Fund	1,400,000	-	(662,075)	-	662,075	1,400,000
Strategic Fund	3,359,700	-	(350,876)	-	(1,305,716)	1,703,108
	<u>6,820,530</u>	<u>-</u>	<u>(1,196,167)</u>	<u>-</u>	<u>(549,435)</u>	<u>5,074,928</u>
Total unrestricted funds	<u>12,438,471</u>	<u>7,254,875</u>	<u>(6,998,410)</u>	<u>(1,305,716)</u>	<u>-</u>	<u>11,389,220</u>
Restricted funds						
Music Therapy Services	-	359,305	(359,305)	-	-	-
Total restricted funds	<u>-</u>	<u>359,305</u>	<u>(359,305)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total funds	<u>12,438,471</u>	<u>7,614,180</u>	<u>(7,357,715)</u>	<u>(1,305,716)</u>	<u>-</u>	<u>11,389,220</u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

Movements in funds – CHARITY 2022

	At 1 Jan 2022	Income	Expenditure	Net investment	Transfers	At 31 Dec 2022
	£	£	£	gains £	£	£
General Fund						
	<u>5,513,249</u>	<u>7,025,868</u>	<u>(5,823,054)</u>	<u>(1,305,716)</u>	<u>549,435</u>	<u>5,959,782</u>
Designated Funds						
Fixed Asset Fund	1,810,830	-	(118,547)	-	29,537	1,721,820
Maintenance Fund	250,000	-	(64,669)	-	64,669	250,000
Training Continuity Fund	1,400,000	-	(662,075)	-	662,075	1,400,000
Strategic Fund	3,359,700	-	(350,876)	-	(1,305,716)	1,703,108
	<u>6,820,530</u>	<u>-</u>	<u>(1,196,167)</u>	<u>-</u>	<u>(549,435)</u>	<u>5,074,928</u>
Total unrestricted funds	<u>12,333,779</u>	<u>7,025,868</u>	<u>(7,019,221)</u>	<u>(1,305,716)</u>	<u>-</u>	<u>11,034,710</u>
Restricted funds						
Music Therapy Services	-	359,305	(359,305)	-	-	-
Total restricted funds	<u>-</u>	<u>359,305</u>	<u>(359,305)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total funds	<u>12,333,779</u>	<u>7,385,173</u>	<u>(7,378,526)</u>	<u>(1,305,716)</u>	<u>-</u>	<u>11,034,710</u>

Analysis of net assets between funds

Funds at 31 December 2023 are represented by:

GROUP

	General Fund	Designated Funds	Restricted Funds	Total Funds
	£	£	£	£
Tangible Fixed Assets	-	1,674,628	-	1,674,628
Investments	3,413,479	3,290,510	-	6,703,989
Net current assets	1,081,418	-	-	1,081,418
	<u>4,494,897</u>	<u>4,965,138</u>	<u>-</u>	<u>9,460,035</u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

CHARITY

	General Fund £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible Fixed Assets	-	1,674,628	-	1,674,628
Investments	3,396,517	3,290,510	-	6,687,027
Net current assets	824,100	-	-	824,100
	4,220,617	4,965,138	-	9,185,755

Funds at 31 December 2022 are represented by:

GROUP

	General Fund £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible Fixed Assets	-	1,721,820	-	1,721,820
Investments	4,263,070	3,353,108	-	7,616,178
Net current assets	2,051,222	-	-	2,051,222
	6,314,292	5,074,928	-	11,389,220

CHARITY

	General Fund £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible Fixed Assets	-	1,721,820	-	1,721,820
Investments	4,290,515	3,353,108	-	7,643,623
Net current assets	1,669,267	-	-	1,669,267
	5,959,782	5,074,928	-	11,034,710

Designated funds have been set aside by the Trustees as follows:

The Fixed Asset Fund represents the net book value of all tangible fixed assets held. The net effect of all additions, disposals and depreciation are transferred to this fund.

The Maintenance Fund has been designated to cover the costs of planned and unplanned repairs and maintenance to the charity's buildings.

The Strategic Development Fund has been designated as part of the charity's long term strategic plan to enable the charity to support both its ongoing activities and its growth programme in the future. Investment gains and losses are also charged against this fund.

The training continuity fund has been designated to safeguard the continuity of study programmes for the charity's masters and PHD students.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

15 COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted General funds 2022 £	Designated Funds 2022 £	Restricted Restricted Funds 2022 £	Total funds 2022 £
INCOME AND					
ENDOWMENTS FROM:					
Donations and Legacies		3,516,535	-	359,305	3,875,840
Charitable Activities	3	1,780,007	-	-	1,780,007
Other Trading Activities		1,644,524	-	-	1,644,524
Net income from joint venture		88,289	-	-	88,289
Investments		225,520	-	-	225,520
Other		-	-	-	-
TOTAL		7,245,875	-	359,305	7,614,180
EXPENDITURE ON:					
Raising Funds		1,409,481	108,844	-	1,518,325
Charitable Activities		4,355,062	1,087,323	359,305	5,801,690
Other		37,700	-	-	37,700
TOTAL	4	5,802,243	1,196,167	359,305	7,357,715
OPERATING					
SURPLUS/(DEFICIT)					
Net gains/(losses) on		1,452,632	(1,196,167)	-	256,465
Investments		(1,305,716)	-	-	(1,305,716)
NET					
INCOME/(EXPENDITURE)		146,916	(1,196,167)		(1,049,251)
Transfers Between Funds		549,435	(549,435)	-	-
Net movement in funds		696,351	(1,745,602)	-	(1,049,251)
RECONCILIATION OF FUNDS					
Total funds brought forward		5,617,941	6,820,530	-	12,438,471
TOTAL FUNDS CARRIED FORWARD	14	6,314,292	5,074,928	-	11,389,220

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

16 FINANCIAL INSTRUMENTS

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Financial assets measured at fair value	6,686,926	7,643,522	6,686,926	7,643,522
Financial assets measured at amortised cost	1,527,453	2,696,968	1,341,494	2,262,886
Financial liabilities measured at amortised cost	393,612	604,442	359,577	564,970

Income in respect of financial instruments is summarised below. There were no other expenses, gains or losses associated with financial instruments

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Total interest income for financial				
assets held at amortised cost	9,336	3,792	5,596	3,291
Investment income at fair value	175,915	221,649	175,915	221,649

17 RELATED PARTIES

Ultimate control of Nordoff and Robbins rests with its Board of Trustees, as detailed in the Trustees' Annual Report.

The charity's wholly owned subsidiary, Silver Clef Productions Limited, paid £354,510 (2022: £109,501) to the parent charity in accordance with the terms of a cost-sharing agreement between the two entities covering the purchase of staffing and support costs. Silver Clef Productions Limited will gift aid its profits of £274,279 to the parent charity during 2023. A balance of £89,324 was owing from Silver Clef Productions at 31 December 2023 (2022: £463,404).

Nordoff and Robbins has a 50% shareholding in Music Industry Trusts Limited (MITS) which is considered to be a joint venture with the BRIT Trust as there is joint control. During the year, MITS had one director, David Munns, in common with Nordoff and Robbins. MITS donated £121,761 (2022: £88,289) by gift aid to Nordoff and Robbins in 2023. At the year-end the MITS owed £17,062 to Nordoff and Robbins (2022: NR Owed MITS £27,345).

David Munns is a common Trustee of the BRIT Trust. In 2023, Nordoff and Robbins received donations of £400,000 (2022: £400,000) from the BRIT Trust.

Howard Jones is a Trustee of Nordoff and Robbins and a partner at Sheridans who were paid £25,987 during the year for legal work relating to international trademarks and intellectual property rights (2022: £1,570). No amount was owing to Sheridans at the year end (2022: £1,570).

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

17 RELATED PARTIES (CONTINUED)

Neil Warnock is a Trustee of Nordoff and Robbins and chair of the Royal Albert Hall 150th Year committee. During the year no amounts were paid to the Royal Albert Hall for the rental of the Hall in 2023 (2022: £1,400). No amounts were owing at the year end (2022: £0).

Graham Bell is a Trustee of Nordoff and Robbins and a Director of Guitar Guitar, a music retailer from whom £1,752 of instruments were purchased in 2023 (2021: £1,895). No amount was owing at the year end (2022: £50).

Donations from Trustees during the year totalled £20,574 (2022: £15,840).

The charity sublets land from the BRIT School for Performing Arts and Technology and have built a small unit on it and benefit from some shared facilities which the BRIT School generously provide. Additionally, the Charity buys into some of the BRIT school's maintenance contracts.

During the year, £211 was paid in relation to trustee expenses for one trustee. These expenses included travel and accommodation enabling trustees to attend meeting and charity activities.

