

the forum

The Forum Trust Limited
2021/22



Chairman's Statement

It's been fantastic to see you all again. As the UK began to emerge from Covid-19, the public started to return to The Forum, bringing our iconic building back to life.

Behind the scenes we used lockdown to get some key elements in place. The Management Team and the Board have reviewed The Forum's Sinking Fund spending for the next 20 or more years and established a clear and fair way of funding the essential work to keep the building in good shape.

We have worked on our strategy, planning for the future and looking back over 20 years since The Forum opened to the public. We believe that this discussion leaves us well equipped to continue to play a key role in the life of Norfolk and Norwich, helping rebuild economic activity and community life alongside our determined efforts to work towards Net Zero.

Thank you to the staff and to my Board colleagues for their hard work and expertise that has helped us weather the storm.

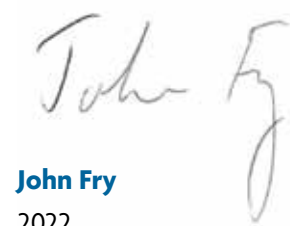
From the founding of The Forum, the ambitions for this amazing space were significant: as we look to the future we anticipate how our work will evolve and change over our 125 year lease. We are proud to have no debt, and to generate annual surpluses which allow us to invest in the building, and our wider public purposes; including our free programme of events.

As we revisited our strategy, we were reminded of The Forum's role in Norfolk and Norwich life. Our partnerships are at the centre of everything we do, whether it's the popular Norwich Science Festival, Norfolk Heritage Open Days - the biggest event of its kind outside London - and the many other events that are created here and delivered across the city with our support.

We are hugely grateful for the support we have had from Government and the swift way the grants were administered by the various grant-giving bodies, including the local councils who are among our key partners. A Cultural Recovery Fund Grant from Arts Council England played a critical role in enabling us to restart our activity and deliver some well-received free events.

We continue to play a central role in key city centre events and have been determined to bring our own events back to life as soon as possible, starting with the hugely successful Norfolk Heritage Open Days, the largest such event outside London and our own Norfolk Makers Festival earlier this year. As I write we are looking forward to a rich programme of events to come, with planning for Norwich Science Festival underway, amongst many others.

It's great to be back.


John Fry
2022

Front cover: Events at The Forum, bottom left photo Jayne Evans, all other photos Keiron Tovell.

Image left: 'Our Beating Heart' by Studio Vertigo, Love Light Norwich 2022, photo courtesy of Norwich BID.

"This place is lovely. The building has such a beautiful view. The library is large and staff are friendly. I mostly use their audiobooks. But it feels so good to sit upstairs and enjoy the view while you are reading a book as well. There is a cafe and restaurant too. They often have exhibitions in the large hall at the entrance. In front of the building you often see someone playing music. It's just behind the large market. They also have good parking"

– Google Review *****



Image: The Forum, photo Luke Witcomb.

Report of the Board of Directors

The Board presents its annual report and financial statements for The Forum Trust Limited for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements and comply with the charity's governing document, the Charities Act 2011 and Accounts and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

The report and statements also comply with the Companies Act 2006. The Report of the Board of Directors includes the information required to be disclosed by the Companies Act 2006 in the Strategic Report.

History

The Forum Trust is the independent, self-financing educational charity that runs The Forum building and events. This stunning venue is at the centre of city life in Norwich, standing proud beside 15th century church St Peter Mancroft, Norwich City Hall, and Norwich Market. The Forum was the landmark Millennium project for the East of England, part of a £2 billion range of buildings, environmental projects, celebrations, and community schemes funded from the National Lottery to mark the year 2000 amongst the likes of the Eden Project, the National Space Centre, and London's Millennium Bridge.

Since opening, The Forum has welcomed more than twenty million visitors; from event attendees to library customers. Home to one of the busiest libraries in the country, The Forum is a cultural hub in the centre of Norwich. With Forum produced festivals, including Norwich Science Festival; one of the country's leading science festivals, Norfolk Makers Festival; a celebration of creativity and crafting, and as coordinators of Norfolk Heritage Open Days; the country's largest free heritage festival, The Forum provides fantastic free events for the city and county.

When the former Central Library in Norwich was destroyed by fire on 1st August 1994, Norfolk County Council and Norwich City Council had two choices: to build another library; or to combine two city centre sites to create a project with far greater impact.

They took the ambitious route and out of that came the iconic glass fronted building we know today, designed by award winning Architect Sir Michael Hopkins, at a cost of over £67 million pounds. The Forum opened to the public in 2001 and was officially opened by Her Majesty The Queen in 2002.

Our Mission

The Forum: Here for Everyone

The Forum is a unique space in the city centre, built for the benefit of the public across the east of England. Established with a 125 year Project Purpose as a landmark building for culture, recreation, learning, and to benefit the region economically and socially, The Forum is looking to the future with confidence.

As we continue to deliver on our charitable purposes, we work independently and with key partners throughout the city and region to ensure the success of The Forum. Whilst 2021-2022 continued to be turbulent - with the Covid-19 pandemic and increasing economic pressures - The Forum team worked to create a resilient and forward-thinking strategy, weathering the past two years of uncertainty.

The Forum's Trustees are responsible for guiding the mix of activities across the Trust's 125 year lease on the building. Now the strategy and delivery of activities is evolving; shaping our public programme of events to reflect the changing needs of the community and our partners, whilst remaining focussed on meeting our Charitable Purpose.

The Forum has become "A perfect place to meet, discover and enjoy".

Our Trustees and Management Team confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the aims and objectives and in planning future activities. In particular, the Board of Directors have considered how planned activities will contribute to the aims and objectives they have set.

Charitable Purpose

The advancement of public education by the provision of facilities for study, learning and training by the establishment of a Millennium Library and other libraries and outreach facilities by the further development of charitable services and activities carried out in or provided at the Millennium building by the charity and by the building's other occupiers and by the promotion and development of art galleries, museums' archaeological investigations and other similar resources facilities and activities and in particular by the establishment of a Millennium building in Norwich which shall include:

The provision of recreational facilities for the benefit of the people of Norfolk and Norwich, including in the context of the Millennium building.

Any other similar charitable objectives for the benefit of the people of Norfolk and Norwich as the trustees may think fit from time to time.

In order to adhere to our Charitable Purpose, the Forum Trust team works to:

- Maintain the balance and diversity of The Forum activities and events programme.
- Increase the number of partners who can help to grow and enrich The Forum programme in ways that are mutually rewarding.
- Continue to extend where possible its activities into the wider community through outreach work and partnership activities.
- Provide opportunities to showcase and celebrate the talent and achievements of people in the Eastern region.
- Helping people to understand more fully the unique combination of resources, services and opportunities available to them at The Forum.
- Provide opportunities to enrich lives and bring lifelong learning in a wide range of areas.



Image left: The Forum, photo Luke Witcomb.

Impact Report

2021-2022 Highlights

Our income, which is predominately generated through car park revenue and tenants, is reinvested in the building and our free programme of events. Our diverse programme of year-round events and activities includes our own festivals, as well as partner and community initiatives.

With our activity restricted both before and during the 2021/22 Financial Year, the re-opening of The Forum marked a significant step in the wider opening of the city centre, and the return of events in and outside the building was a welcome relief from the restrictions imposed by Covid-19. Many of our visitors were reassured by a wide variety of measures to keep them, our staff and our tenants safe, while gradually returning to a normal programme of activity.

The impact of Covid-19 was felt throughout the year, but thanks to collaboration with partners and the Cultural Recovery Fund financial support from Arts Council England we were able to present a creative and varied calendar of activity, welcoming back local community audiences. Norfolk Heritage Open Days, Norfolk Makers Festival and Norwich Science Festival all returned, as well as the summer's offer of Brick Dinos.



This 7-week exhibition of LEGO® brick dinosaurs, was part of a wider summer of dinosaur activity in Norwich. This free to attend, ticketed event brought families and visitors to the building, and was one of the first large-scale public events to take place in The Forum after Covid-19.

“We had a super time, were very impressed with the sculptures and were inspired to try to build our own!! It was well laid out, extremely Covid secure and enjoyable for all ages. We would love to visit again. Amazed that this was hosted as a free event. Well done!”

- Brick Dinos visitor, 2021



Image: Norwich Science Festival 2021, photo Keiron Tovell.

94% rated the customer service of The Forum team as excellent

87% rated the Covid-19 precautions as excellent/good

86% rated the exhibition as excellent/very good

24k visitors



Image: Brick Dinos, photo Keiron Tovell.

**NORWICH
SCIENCE
FESTIVAL**
23-30 OCTOBER 2021

The 2021 event was the festival's 6th year. The Forum Trust and partners have created a nationally-recognised event reflecting a key sector of the local economy, and its contribution and importance have been underlined through the region's work to combat the Covid-19 pandemic. The 2021 festival included more than 180 events across 8 days, with over half of these free to attend. Its engaging programme covered themes ranging from zoology to engineering and cutting-edge research from scientists in the region.

67.5k visits

60% of people visited more than once

92% rated as excellent/very good

47 organisations involved

11 venues

“One of the very best events in
Norwich. Hugely inclusive!”

- Norfolk Heritage Open Days visitor, 2021



Impact Report 2021-2022 Highlights



This annual showcase of local crafts, art, making and traditional skills, provides free opportunities for people to try new activities, learn new skills and share their creations with the community.

The 21/22 year saw a mini Makers festival take place in June 2021, followed by a full event in March 2022. The 2021 festival featured work created during the pandemic by local groups, individuals and schools. 2022 saw festival events held in venues outside The Forum for the first time, reaching new audiences and communities.

To evaluate the success of our events, we use a range of metrics including the Net Promoter Score. Any score above 0 means the majority of visitors liked the event. Well received events score 20-30, and anything above that is considered exceptionally successful.

“Norfolk Makers Festival has a great atmosphere and I really enjoy that you can casually visit the different stalls and experience different crafts without booking or paying. The exhibition in the Gallery was excellent this year. I loved the embroidered dusters too. So clever.”

- Norfolk Makers Festival visitor, 2022

Image left: Festival, photo Keiron Tovell.

Image below: Margaret Seaman, Norfolk Makers Festival 2022, photo Keiron Tovell.

92% of visitors enjoyed their HODs experience

84% of people were inspired to engage more with heritage and culture after HODs

88% of organisers would recommend other organisations take part

32 local creative professionals and artists involved

70 Net Promoter Score (67 in 2020, 63 in 2019)

15% were first time visitors to HODs



Over 300 events were presented across Norwich and Norfolk for Heritage Open Days (HODs). 83% of all events were in person, rather than online and The Forum worked with partners across the county to promote an eclectic programme of unique events including Feastival, a 2 day celebration of Norfolk's food and drink producers, and the New Wave and Re/Collect 250 project, an oral history, heritage and music initiative developed, led by and for young adults.

56k visits through main doors between 10am-10pm throughout the festival

129 people attended the panel event 'From Craft to Career'

90 individual local organisations, businesses and artists contributed to the programme

60 different free creative activities were on offer

92 Net Promoter Score



Impact Report

Working with Partners

We work with partners across the city and county to facilitate a wide range of flagship events, festivals and celebrations; providing expertise and support, as well as a unique city centre venue.

The Forum was a Leading Partner for Love Light Norwich, an outdoor celebration of light which took place in February 2022. Delivered by Norwich Business Improvement District (BID), the festival attracted over 17,000 visitors from throughout the city and region. The Forum was home to three fantastic artworks, which transformed the interior and exterior into a beautifully sparkling attraction!

We also supported the Norfolk & Norwich Festival in returning to The Forum in one of the first local mass-participation events following the lifting of Covid-19 restrictions, and Head Out, Not Home, delivered by Norwich BID, a programme of free outdoor music events taking place throughout Summer 2021.

Image below: The Forum and UEA team at the Norwich Science Festival 2021 launch, photo Keiron Tovell.



We look forward to the return of key calendar events for Norwich, including the Lord Mayor's Weekend, Norwich Pride, Run Norwich, and many others.

Many of our events are delivered by community partners and local businesses who hire the space at either an affordable commercial fee or not-for-profit rate. While the day to day animation of our spaces and the ability of our community partners to deliver events has been impacted by the pandemic, The Forum has been able to support a range of activities including art exhibitions, craft and producer markets, advice and information fairs and recruitment and employability events.

Image right: Norfolk Heritage Open Days 2021 brochure launch, with Headline Sponsors Pensthorpe and Festival Sponsors Larking Gowen, photo Keiron Tovell.

“Pensthorpe is proud to be the headline sponsor of two extraordinary events coming to Norwich this year; the Norwich Science Festival and Heritage Open Days. Both events are playing an integral role in the city recovery plan, as well as a number of other great campaigns across the region.”

- Martin Dupée, General Manager, Pensthorpe



Impact Report

Commercial and Building

The Forum building is the Trust's greatest asset; the income from tenants and the car park enables us to protect the building and put on our free year-round events. Our commercial activities support all our work and contribute to the reserves that enable us to safeguard the future of the building and organisation. Like many organisations, Covid-19 had a substantial impact on The Forum: reducing income, changing activities, and affecting tenancies.

Property

Our tenants continue to be an essential part of The Forum. Pizza Express continues to be one of their most popular restaurants outside of London. The Forum is home to the headquarters of BBC East, as well as Norfolk & Norwich Millennium Library; one of the busiest libraries in the UK.

Indigo Swan, an existing tenant in 2 Millennium Plain, renewed their lease in June 2021 for a further five years. Norfolk Citizen's Advice moved to a new location, in the former Jarrolds retail space, to open their public facing service, and signed a new lease for a lower ground unit which included permission to sublease as the Norfolk Advice Hub.

Norwich City Council chose not to reopen the Tourist Information Centre after Covid-19. Norwich Business Improvement District (BID) sublet the space from Norwich City Council with a short-term (6 months) agreement.

“The Forum is such a great venue and the team on site were super friendly and helpful so we only have positive feedback”

- Norfolk & Waveney Mind

Venue Hire

The Forum remains a city centre favourite for event and conference hire. With our central location, flexible spaces, and expert venue managers, our building attracts a range of commercial and charitable initiatives. The charitable hire rate gives community organisations and not-for-profits the opportunity to benefit from affordable venue hire in a high traffic space.

The event calendar and venue capacity is rapidly approaching pre-pandemic levels, with regular hirers returning and new enquiries increasing.

Building Improvements

As we approach our twentieth birthday, The Forum stands as a remarkable contemporary building; one which requires meticulous care and attention. Our flagship building requires constant maintenance to uphold the fabric and appeal of the space. Over the past year we have made several significant improvements to the building, as well as securing external funding.

The car park has benefited from several improvements to accessibility, including the installation of automatic doors and glass partitions which secure the Atrium from the car park. The main Atrium car park lift has been completely refurbished, and Customer Services have benefited from technical upgrades to improve efficiency.

Following a successful bid through Norwich City Council, we have received funding approval to create a Changing Places facility in the main toilet block, with works starting in early 2023. We have also refitted the accessible toilet for Pizza Express, part funded by an external grant.

Image right: Norfolk & Norwich Art Circle exhibition, photo Luke Witcomb.



Impact Report

Sustainability

The Forum Trust recognises the challenges that Climate Change brings for us all. We seek excellence in every aspect of our business, and are committed to minimising the environmental impact of our buildings, events, and operations. We are working with our tenants, visitors, and other stakeholders to minimise the overall impact of running a landmark building built at the turn of the Millennium.

We have been continuously reviewing and improving our environmental performance. We have reduced our consumption of resources (such as paper and single use plastics), managed waste generation and focused on reducing our energy use. Those changes have begun the journey of reducing our carbon footprint.

Building on that work our key priorities are to reduce our carbon footprint and work towards a zero-carbon operation; building our commitment to Net Zero into our strategy. We will work with partners to develop an effective wider response to Climate Change. We are committed to sharing our progress, in an effort to learn and inspire others.

Green Initiatives

Our new electricity contract started in October 2021, and continued to use green energy/renewable sources within the UK. Since 2005, we have decreased our kWh consumption by 33.5%. We are currently scoping solar panel installation, and increasing the number of electric vehicle charging points.

The Forum grounds include 107 trees, which are mainly Himalayan Birch, and a few London Plane: we maintain and care for these, providing a green haven in the city centre on a busy road.

Scope 1 and 2 Emissions

	2018/19	2019/20	2020/21	2021/22
CO2e from Gas use	41.3	42.5	33.4	41.5
CO2e from Electricity use (100% renewable)	26.5	19.7	18.6	22.3
Total measured emissions (tonnes carbon)	67.8	62.2	52.1	63.9

Scope 3 Emissions

	2018/19	2019/20	2020/21	2021/22
CO2e from Water use	0.8	1.3	0.5	0.9
CO2e from Waste use	5,631	1,323	1,614	4,108
Waste recycled	57%	66%	100%	100%
CO2e from Residual Waste	2,446	452	0	0

The emmissions trend has been impacted by Covid-19.

Impact Report

Plans for Future

As The Forum approaches its twentieth birthday, The Board and Senior Management Team have reflected on the past, and begun to plan for the future.

The Board has established four key strategic themes for the next phase of The Forum, which will be the foundation of all our future activities.

“The Forum has become a central focus for Norwich and has developed to fulfil its purpose as a space to inspire, learn and entertain. Full marks to those who had the ambition to create such an important and bold place.”

- Caroline Jarrold, The Sheriff of Norwich for 2022-23

Investing for Success

We'll make best use of our assets for the benefit of Norfolk and Norwich, including looking after The Forum building through long-term maintenance and development.

Working Towards Net Zero

We're committed to putting sustainability at the core of everything we do: reducing our carbon footprint and other environmental impacts.

Reaching Wider Communities

We will work with our partners to extend the reach of all our work, to deliver an inclusive and wide programme of activities so the whole community can get involved.

Supporting the Norfolk and Norwich Economy

We will boost the local economy through our activities and partnership work; bringing more people into Norwich and creating a wider economic benefit.



Financial Review

How do we generate income?

The Forum Trust is a registered charity and does not receive regular Government, Council or Lottery funding. Our income comes from:

- The multi-storey car park underneath the building
- Rent from tenants
- Hire space for exhibitions, events, meetings, and performances
- Grants, sponsorship, and in-kind support

Our income is used to protect the building and safeguard the future of the organisation. We also use the surplus to programme a wide range of free events for the public, and support partners by subsidising their use of the building, so The Forum is at the centre of many key calendar events for the city.

Our unrestricted funds and reserves have given us the ability to survive Covid-19. Over the past financial year we have concentrated on restoring our reserves; so we are prepared for what might come in the future. As stewards for The Forum, an immensely popular public space, we are responsible for protecting the future of the building and the organisation, maintaining the necessary funds for large-scale repairs, unanticipated economic pressures, and to combat potential challenges.

Image: Norwich Science Festival 2021, photo Keiron Tovell.



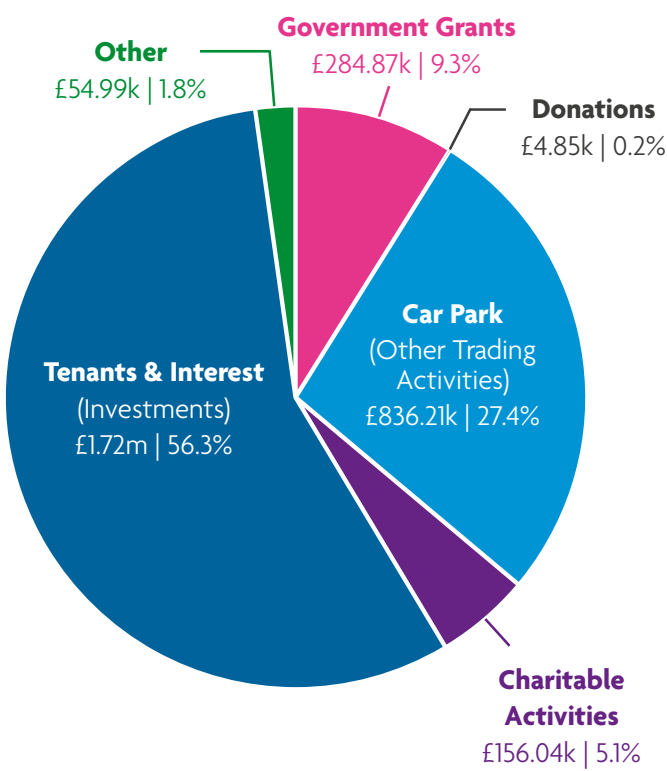
Financial Review

Operating Result

Chart 1 – Summary of Financial Activities

The following charts summarise the financial performance of the charity and its trading subsidiary (the car park).

Income



Expenditure

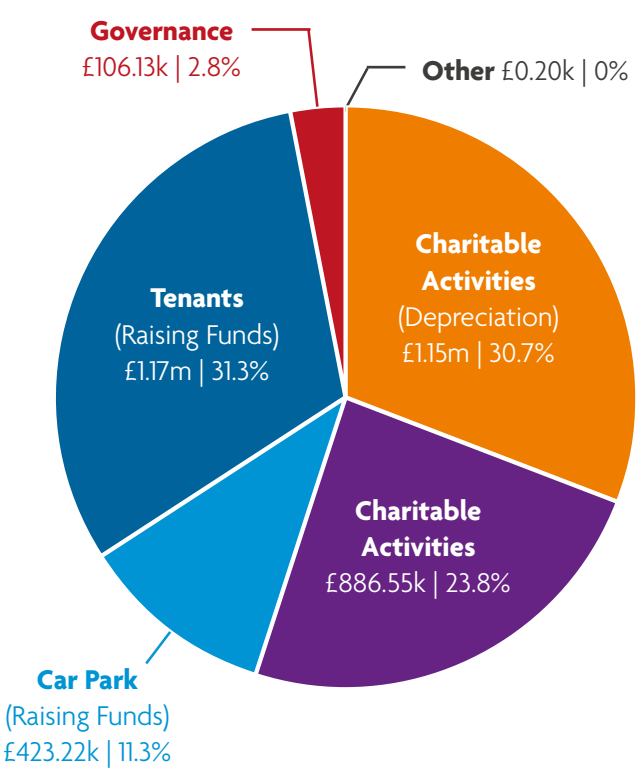


Table 1 – Summary of Unrestricted Operations

The following table summarises the underlying financial performance of the charity and its subsidiary (the car park), based on unrestricted operations over the past 4 years (figures taken from the Consolidated Statement of Financial Activities on page 27).

	2021/22 (£)	2020/21 (£)	2019/20 (£)	2018/19 (£)
Net Income from Trading Subsidiary (Car Park)	412,995	18,859	577,296	589,070
Net Income form Tenants and Investments	557,660	386,100	504,368	512,742
Net cost of Operations (consisting of Grant, Public Facing Activity, Other Income and Corporate)	(406,569)	(280,429)	(657,594)	(567,171)
Governance costs	(106,129)	(116,557)	(101,905)	(62,854)
Depreciation*	(189,491)	(248,066)	(242,744)	(210,932)
Unrestricted Operating Surplus	268,466	(240,093)	79,421	260,855

Note: the comparatives for 2018/19 - 2020/21 have been amended from those disclosed in the prior year Annual Report and financial statements to be consistent with the presentation for 2021/22. * Depreciation includes loss on fixed assets.

Financial Review

Operating Result

In the Directors’ opinion, the result of the unrestricted operations provides the clearest analysis of how The Forum is managed and operated. It is at this level that both the monthly management reporting and bi-monthly Board reporting are undertaken and at which operational decisions are made.

This year’s operating profit is ahead of budget for the year. Due to the Arts Council England grant (restricted) we managed to provide a full range of activities, including numerous free events such as Brick Dinos, despite the financial issues due to Covid-19. Budgets and strategy continued to be reviewed and adjusted to allow for the financial implications surrounding Covid-19. This included deferment of investment, capital, and event expenditure to maintain reserves at an acceptable level, which affected the building investment rather than the public facing activity. This will mean increased spend in 2022/23 as we look to invest in energy saving lighting and an upgrade of the toilets.

A 10-year financial strategy developed in 2017 set a level for unrestricted reserves at the end of the period and gives a tool for budgeting and management of the operating surplus through to 2027. The strategy has been reviewed as part of a wider project to define the charity’s mission, objectives and long-term goals allowing for the financial and social implications deriving from Covid -19.

Result for the Year

The Consolidated Statement of Financial Activities shows a decrease in funds for the year of £168,476 (2021: £1,226,538). This result is after charging depreciation of £1,145,465 (2021: £1,203,714).

Unrestricted Operations

Incoming resources for the consolidated unrestricted operations for the year were £1,802,443. After resources expended (including a depreciation charge of £189,489 for building refurbishment, furniture and IT purchases) net incoming unrestricted resources totalled £268,466. In addition to this surplus:

- £23,754 was transferred to the restricted sinking fund reserves as the company’s sinking fund contributions.
- £41,780 was transferred from the restricted reserves to account for capital purchases in unrestricted with restricted grants.
- £39,385 was transferred to the restricted sinking fund reserves for insurance income received by the charity, relating to sinking fund expenditure.

As a result of the year’s activity unrestricted reserves increased by £247,107 (2021 decrease: £240,093) leading to a balance on unrestricted reserves at the year-end of £3,651,187 (2021: £3,40,080).

Restricted Capital and Projects

The restricted capital decreased by £955,976 (2021: £955,978) in the year to £21,252,353 (2021: £22,208,329). This was after charging depreciation of £955,976. The restricted projects fund decreased by £21,011 (2021: £4,000 increase) in the year to £750 (2021: £21,761)

Restricted Building Services

The Company manages building services in respect of both of its buildings via a service charge regimes and Sinking Funds, operated on normal commercial property management principles. Monies are received and held in trust, and costs are recharged to all tenants, including The Forum Trust. For the year, the Company’s Statement of Financial Activities shows incoming resources for the two buildings in total of £1,150,886 (excluding The Forum Trust’s contributions). Total expenditure for the two buildings in total was £1,109,774, spent on repairs and running costs (excluding costs recharged to The Forum Trust), giving a net increase to the sinking funds of £23,754 (see note 19).

After transfers and distributions, the overall Sinking Funds covering The Forum Building and Millennium Plain increased by £56,542 (2021: decreased by £34,472).

The Forum (Norwich) Limited

The charity’s wholly owned subsidiary for the car park, The Forum (Norwich) Limited, generated a turnover of £836,211 (2021: £376,691). Although there were no periods of Government closure restrictions due to Covid-19, as seen in 2021, theatres and businesses in the surrounding area were still affected. The profit for the year amounted to £303,562.

Investment Policy

The Company does not hold any specific financial investments. Short term cash balances are invested as appropriate with the Company’s bankers. The Company’s most significant investment is in the landmark Forum building.

Financial Review

Policy on Reserves

The unrestricted reserves policy includes the following designated funds. These were identified as required for the long-term success of the Trust, with the focus being on the accumulation of reserves to allow for the ongoing fulfilment of the strategy:

Operational Reserve – a designated fund set up to provide for future unanticipated service charge expenditure, rental voids, or operational losses. This fund has a current balance of £500,000 and an assessment of this level and any potential requirement is made each year as part of the budgeting process.

Car Park Equipment Repair Fund - a designated fund with the intention of ensuring a fund is available to replace the equipment in the car park as required. The fund has a balance of £59,224. Due to a diligent and planned programme of on-going maintenance a full replacement of the equipment at any time is unlikely. Transfers to the fund are made on a yearly basis at the level necessary to cover general maintenance and minor replacement.

Unrestricted Reserves

The balance of the unrestricted reserves comprises the General Fund of £3,072,304 which is maintained to provide for working capital with any excess being used for periodic replacement of furniture, plant and equipment in areas occupied by the Trust, and their periodic refurbishment. The excess will enable the Trust to refresh the offer and update the technologies in use.

The restricted funds policy consists of two elements:

Building Services - the service charge regime and the Sinking Fund operation for the two buildings operated by the Trust. The Sinking Fund is for the long-term maintenance and replacement over the life of the project.

Capital and Project Fund - The Restricted Capital and Projects Fund represents the balance of the cost of the building less accumulated depreciation and other capital funding commitments for the Capital fund and the Projects fund includes funds we have received for specific projects.

Level of Reserves

The reserves balances at 31 March 2022 are shown in notes 19 and 20.

Total unrestricted reserves for the group at 31 March 2022 are £3,651,187. Excluding unrestricted tangible fixed assets gives a net current unrestricted assets figure of £2,203,584. This is the liquid, controllable asset that the management and Directors have at their disposal to manage The Forum Trust day to day and is the basis of the financial strategy that guides them.

The financial strategy was produced covering the 10-year period from 2017 to 2027. The main aim was to ensure the Trust has the same level of net current unrestricted reserves at the end as it does at the beginning. This allows the Trust to enter the next five years with a robust plan for managing its operations.

Summary budgets for each of the 10 years were produced showing the shape of the current model and the level of operating surplus that can be achieved. The schedule is flexible and is based on firstly maintaining the building, on developing the Trust’s offer and in continuing to offer a rich programme of free events and projects in line with the Project Purpose. The model can then be flexed to allow for substantial capital investment in the building and to grasp opportunities to invest appropriately in activities.

In the medium and longer term the Directors are aware that inflationary pressures potentially mean that cost pressures on staff and consumables may not be matched by income inflation from the car park and rental income from tenants. Directors continue to give attention to how to address those longer-term trends.

The management of the restricted reserves focuses on a longer period. The largest part relates to the original construction of the building, which is reduced over time by the depreciation charge. The remainder relates to the Sinking Fund for each building, which allows the Directors to maintain the buildings over time to the standards that the public, tenants, and users have become accustomed.

An independent review of the Sinking Fund for the main Forum building was carried out during 2021/22. This assessed the current level of contributions and value of the fund in relation to the programmed expenditure for the following 20 years. The results and proposed contributions for the next 10 years were communicated to the tenants in September 2021. An internal review of the Sinking Fund is carried out on a yearly basis allowing any significant departure from the plan to be addressed in a timely manner.

Financial Review

Structure

Financial Risk Management Objectives and Policies

In common with other charities, the charity aims to minimise financial risk. The measures used by the Directors to minimise this risk include the preparation of income and cash flow forecasts, monthly monitoring of actual performance against these forecasts and ensuring that adequate financing facilities are in place to meet the requirements of the business. Costs are carefully monitored to ensure they remain within the constraints of agreed budgets. The following are identified as potential areas of risk and the group's exposure to them is noted:

Price risk - The group's major price risk is the fees charged for use of the car park and for venue hire. The fees of competitors and services provided by them are closely monitored. With specific reference to the car park, the principle remains that it is operated for parking on a short-term basis.

Credit risk - The group has a low overall credit risk with a large portion of income derived from the car park, venue hire fees and interest. The other major source of income is through rents and whilst this has an element of inherent credit risk, the tenants generally have good trading history. All debts, regardless of which activity they relate to, are chased actively by the finance department.

Liquidity risk – The group's working capital requirements are regularly reviewed as part of routine financial management.

Fundraising Statement

The charity carries out limited fundraising activities in connection with its activities. No professional fundraisers or third party commercial participators are used. There have been no complaints about the charity's fundraising this year. Fundraising is monitored by way of the charity recording all donations and events where income is received. No direct contact is made with the public regarding fundraising activities.

Constitution

The Company governing document is the Memorandum and Articles of Association of the Company dated 19 November 1997, as amended by a resolution dated 14 December 1998. It has no share capital and is a registered charity. The guarantee of each member is limited to £10. Members of the Board of directors are the Directors of the company. Some key organisations are also members as set out in the Articles of the Company.

Directors

The Directors, who are also Trustees, are non-executive and shall be not less than eleven and not more than fifteen in number. They are appointed as follows:

- Norwich City Council and Norfolk County Council have the right to appoint one Director each. Directors appointed by the Councils are not subject to retirement by rotation. Directors appointed by the two councils are subject to the appointment processes of those bodies and the guidelines on appointment to public office as they apply to Local Government nominees.

- The Company may, by ordinary resolution, appoint a person who is willing to act as a Director either to fill a vacancy or as an additional Director, but the Company in so doing shall not appoint as a Director any person who is associated with a local authority. When a vacancy arises, all members are invited to nominate Directors. When considering nominees, the Board has regard to the requirement for any specialist skills needed.

At every Annual General Meeting one-third of the Directors, who are subject to retirement by rotation, shall retire.

The Company maintains liability insurance for its Directors and officers. The Directors and officers have also been granted a qualifying third-party provision under section 233 and 234 of the Companies Act 2006. Neither the Company's indemnity nor insurance provides cover if a Director or officer is proved to have acted fraudulently or dishonestly. The charity's Memorandum and Articles of Association do not permit the payment of dividends.

Financial Review

Structure

Director Induction and Training

A review of the Board identified the importance of the Board composition continuing to be relevant to the Trust's strategy and mix of activities and the need for it to comply fully with the Trust's obligations to stakeholders. Following their appointment, all new Directors spend time with the Chief Executive to familiarise themselves with The Forum buildings and the facilities and services that are offered. This is then followed by an in-depth briefing about the Trust involving the Chairman and the Chief Executive where the topics covered include:

- The background, constitution, and operating framework for the Trust
- The strategy aims and objectives for the period
- The budget and business plan for the current year
- The current financial position
- Arrangements for Board meetings

Organisation

The Board of Directors administers the charity. The Board meets five times a year and ad hoc committees meet as required. A Chief Executive is appointed by the Directors to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Directors, for operational matters including finance, employment, and marketing strategy.

Pay Policy for Senior Staff

All Directors give of their time freely and no Director received any remuneration or reimbursed expenses in the year.

Staff pay is reviewed annually by a Board Sub-Committee, who meet with the Chief Executive and review the proposals put forward. Pay for each individual employee or banding is assessed with reference to inflation, individual performance and the financial performance and stability of the Trust. The Directors aim to strike a balance between The Forum's charitable status and the need to retain suitably qualified and experienced staff across the organisation. The reward structure does not include performance bonuses or other such incentives and aims to reflect the nature of the business and its broad purpose.

As part of that, Directors ask the Chief Executive to leave the room while his salary and working arrangements are discussed following his annual appraisal.

Related Parties

The Company's wholly owned subsidiary, The Forum (Norwich) Limited, was established to operate the activities that fall outside the parent Company's charitable activities. It operates a car park in The Forum building and promotes various ticketed events. The subsidiary pays all its taxable profits to the parent Company under Gift Aid.

Further narrative regarding the nature of the relationship with the various bodies referred to above are given in note 21 of the financial statements.

Risk Management

The Board of Directors and Management Team have examined the major strategic, business, and operational risks which the Company faces. They have implemented arrangements and systems to ensure risks are reviewed regularly and that appropriate arrangements are in place to mitigate the significant risks.

The Forum Trust's policy is to pursue a structured approach to the effective management of risk in the pursuit of its business objectives. In addition, risks are reviewed as an integral part of the strategic, business planning and budgeting processes. A major risk is the inability to deliver facilities and services for the agreed contractual period with the National Lottery Community Fund (as successors to the Millennium Commission) of 125 years. This is mitigated by the implementation of a Property Management Policy, the maintenance of a Sinking Fund, the on-going replacement of equipment and frequent review of the strategic mission of the organisation.

Taxation

As a registered charity, The Forum Trust Limited has obtained exemption from Corporation Tax. Charitable tax exemptions are claimed to the extent that income and/or gains are applicable.

Under Trust Tax Law, The Forum Trust Limited is liable to Income Tax on bank interest earned on the Restricted Sinking Fund bank accounts.

Financial Review

Structure

Charity name: Forum Trust Ltd.
Charity number: 1074619
Company number: 03470398 Limited by Guarantee
Principal Office: The Forum, Millennium Plain, Norwich, NR2 1TF

Auditor: Lovewell Blake LLP, Bankside 300, Peachman Way, Broadland Business Park, Norwich, NR7 0LB
Bankers: Lloyds Bank plc, 16 Gentleman's Walk, Norwich, NR2 1LZ
Solicitors: Mills & Reeve LLP, 1 St James Court, Whitefriars, Norwich, NR3 1RU

Chairman: John Fry
Chief Executive: Timothy Bishop
Company Secretary: Catherine Maliphant

Members of the Company

The Members of the Company are -
John Fry
Andrew Barnes
Susan Guest
Caroline Jarrold
Christopher Maw
David Merrick
City College Norwich
Norfolk County Council
Norwich City Council
Norwich University of the Arts
University of East Anglia

Directors

The appointed Directors (and Trustees) are -
John Fry (Chairman)
Andrew Barnes
Susan Guest
Caroline Jarrold
Christopher Maw
David Merrick

Corrienne Peasgood (City College Norwich) *
Stephen Morpew (Norfolk County Council) *
John Last (NUA) Retired January 2021 *
Simon Ofield-Kerr (NUA) Appointed May 2021 *
Gail Harris (Norwich City Council) *
Sarah Barrow (University of East Anglia) *
* Not subject to retirement by rotation

Auditor

A resolution to re-appoint Lovewell Blake LLP as auditor of the Company will be included at the Annual General Meeting.

Statement of Directors' Responsibilities

The Directors (who are also Trustees of The Forum Trust Limited for the purposes of company law) are responsible for preparing the Report of the Board of Directors (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors to prepare financial statements for each financial year, which 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 company and group for that period.

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

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP 2019 (FRS 102).
- make judgements and accounting estimates that are reasonable and prudent.
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company and group will continue in business.

The Directors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as each of the Directors is aware:

- there is no relevant audit information of which the charitable company and group's auditor is unaware, and
- the Directors, have each taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

On behalf of the Board of Directors (Trustees)



John Fry, Director



Image: The Really Woolly Mammoth, Norfolk Makers Festival 2022, photo Jayne Evans.