

noda

Annual Review 2010



Professional support for amateur theatre

Vision

The vision for the National Operatic and Dramatic Association is that amateur theatre is successful and sustainable, providing a range of opportunities for people to develop their skills, and enjoy taking part, at all levels.

Mission

NODA's mission is to support the education and information needs of individuals and organisations with high quality services and products that contribute to the success of amateur theatre as well as encouraging appreciation of the sector by participants and audiences alike.

We aim to:

- To give a shared voice to the amateur theatre sector.
- To help amateur theatre groups and individuals achieve the highest standards of best practice and performance.
- To provide leadership and advice to enable the amateur theatre sector to tackle the challenges and opportunities of the 21st century.

Professional support for amateur theatre

Founded in 1899, "to protect and advance the interests of operatic and dramatic art, and of societies engaged therein", our membership goes from strength to strength with almost 2,500 society members and 2,500 individual enthusiasts staging musicals, operas, plays, concerts and pantomimes in venues ranging from the country's leading professional theatres to village halls.

NODA structure

Each of NODA's 11 regions, is headed by a councillor who sits on the ruling body of the Association (The National Council). In turn, they are supported by a network of regional representatives and committee members who provide a vital link to the grass roots of the association. NODA is administered from Headquarters in Peterborough by knowledgeable and friendly staff.

Highlights

- ‘The Business of Amateur Theatre’ training workshops for members and volunteers, were carried out in four more regions of the UK following the successful pilot in 2009.
- NODA worked with the BBC Performing Arts Fund, which resulted in £200,000 of funding being made available from the fund by way of grants for amateur theatre projects that will benefit young people in 2011.
- A comprehensive review of Rules and By-Laws took place in 2010, with amendments agreed by members at the National AGM in September 2010 at Torquay.
- Over 200 people aged between 11 and 77 attended either the NODA Summer School or the NODA Youth Academy.
- NODA’s AGM and Presidential Gala took place at the Palace Hotel, Torquay, on Saturday 25 September 2010.
- NODA has been awarded the INSPIRE Mark which will be used as a promotional brand for agreed activities during 2011, leading up to the London 2012 Cultural Olympiad.
- NODA launched a new website with improved functionality to enhance communication with members. A new benefit for members is free online membership via the new website to all members of a NODA affiliated society.

Membership data

Membership numbers as at 31 December 2010 were as follows:

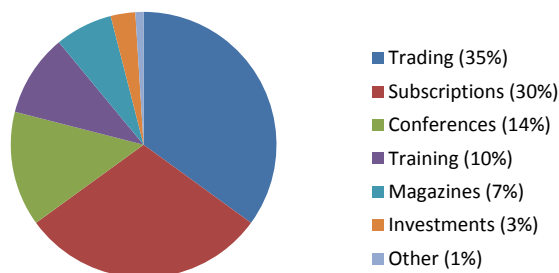
- Societies / Associates 2,549
- Individual members 1,115
- Joint members 420

There were 31 Corporate members affiliated to NODA by the end of 2010.

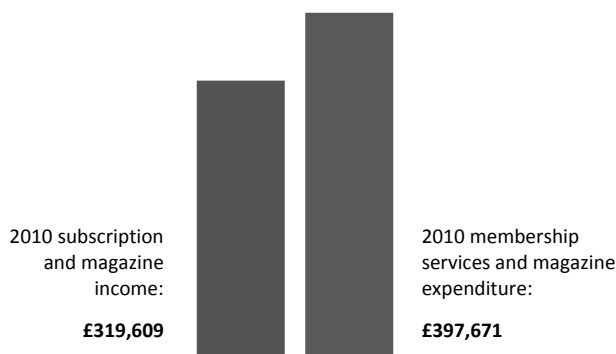
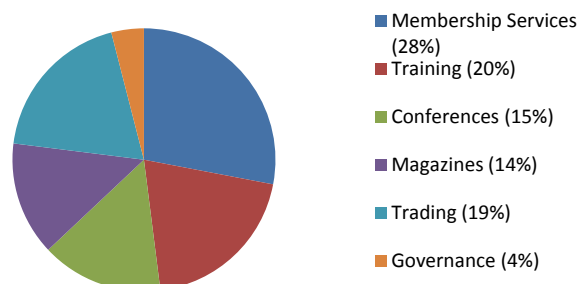
Income and expenditure

These charts show how income and expenditure were allocated in 2010

Income 2010



Expenditure 2010



President's Report

Geraldine Branton

It has been a privilege and an honour for me to serve as NODA National President and everywhere I visited with my husband, Denis, we were greeted with warmth and friendliness. When I succeeded to the position, little did I realise how quickly my year in office would fly, nor how many miles I would travel and how varied our programme would be. I send my sincere thanks to all those NODA affiliated societies who invited me to their productions. I also enjoyed attending NODA Regional Conferences and Annual General Meetings, which were all most interesting.

There have been many changes to services during the year and we, in Council and at NODA HQ, are aware that not all them have been universally popular. However, members should be assured that any tough decisions have been made with due consideration of their interests and forward thinking for the future of the Association and sector alike.

I am delighted that standards are continually rising in performances and long may this continue. With television tempting us to stay at home rather than risk inclement weather and draughty halls, it is so encouraging to note that one particular group goes from strength to strength; namely the wonderful youth groups around the UK. I make no apologies for promoting them at every opportunity and this year there have been times when I have been thrilled at the expertise and complete professionalism of those I have seen.

My plea is that audiences continue to support all our wonderful societies and in particularly our youth groups. We are all aware that this is a hobby, which can at times take over our lives, but if we do not support each other, sadly it will die. We must strive to do all we can to keep amateur theatre alive for future generations along with support for our Association and what it stands for.

With thanks to those members I have met and for inviting me to be part of their lives during this exciting year.



Chief Executive's Report

Tony Gibbs

Operational improvements instigated in 2009 continued throughout 2010. Unfortunately, two significant unbudgeted items resulted in a deficit for the year of £65,692

An historical VAT accounting error was discovered effecting NODA Summer School transactions dating back five years. Once this error had been identified, corrective action was agreed with Her Majesty's Revenue and Customs which resulted in retrospective corrections to VAT returns, and additional professional fees being incurred, contributing £43,500 to unplanned expenditure for the year.

A further part of the corrective action agreed with HMRC, resulted in the Association offering refunds to Summer School students in respect of VAT incorrectly charged during the period. This proved to be a time-consuming and expensive exercise, just to investigate, analyse and agree the necessary action required, in addition to the direct impact on the bottom line.

The balance of the deficit for 2010 was mainly made up by out of budget expenditure in excess of £20,000 on the development and introduction of a new website, due to the need to urgently replace the old website, compounded by additional unforeseen costs to provide the necessary functionality.

With service levels to members being maintained, performance during the year highlighted other improvements as well as the areas where further work is needed to achieve a balanced budget:

- Overall turnover increased by 3% compared to the previous year, largely as a result of the performance by NODA Limited, with the trading company showing profits up from £54,863 in 2009 to £112,710 (an increase of 105%). Although NODA Insurance continues to contribute to the performance of NODA Limited with products which meet the needs of members at competitive rates, the directors of the trading company are investigating which other products and services can be introduced to provide further benefits to members.
- Once again, Association turnover was flat, with subscription income marginally below 2009 levels. A key priority for the Association is to review and improve the range of benefits offered to members and to recruit new, society, members.
- This year, the organisation and administration of the National Conference was carried out by volunteers in the NODA South West region, as a result of which costs were reduced by a further £13,677, following the decision by Council to re-locate the conference to the in-coming National President's home region instead of a central location. This organisational model will continue in 2011.
- Regional conferences incurred a deficit of £18,748. These activities are subject to a review to find ways of carrying them out on a more sustainable basis in the future.
- Excluding the impact of the unforeseen VAT issue on the financial performance of Summer School, this activity, together with Youth Academy, incurred a cumulative deficit of £57,485. Both of these important residential training activities are subject to review, to try and establish sustainable financial models.
- Once more, publishing activities and costs were important topics during the year. Although there was a 19% increase in advertising income for the Theatre Business national magazine compared to 2009, this was eradicated by a comparable percentage increase in publishing, production and distribution costs, with the net effect that overall national magazine publishing costs increased by £8,117 over the previous year. The decision was therefore made by Council that Theatre Business would be published as an online magazine during 2011, with a print version available on request.



- The publishing of regional magazines saw an extension of the Theatre Talk concept to include three of the eleven NODA regions with a view to sharing costs, but even so, regional magazines were subject to a 9% reduction in advertising income, with an overall deficit of £34,084 (compared to a deficit of £14,487 the previous year). Council decided that a partnership arrangement with Amateur Stage magazine commencing in 2011 would provide members with more value as well as enable the Association to avoid further deficits in respect of regional magazine publishing.
- There was a further reduction of 11% year on year in governance costs, as well as a reduction in staffing levels with combined staff costs (Association and trading company) reduced by 12%, all of which contributed to a cumulative reduction in Support Costs of 21%. This reduction in overall administration costs has been supplemented by the introduction of a comprehensive review of operational processes which will ensure that members continue to receive the level of service required in 2011 and beyond.

In planning for the future, there is still a need for further changes to be agreed, in line with strategies that will continue to provide support for members of the Association. The uncertain economic climate now facing us, makes this planning difficult, with amateur theatre itself not immune from the pressures on us all to ensure that the sector continues to thrive in the years ahead.

2011 will inevitably require the Association to respond to further challenges, as well as making the most of the opportunities which continue to present themselves, in particular from working in partnership with other organisations. Those partnerships will inevitably result in new ways of thinking, which can only be to the ultimate benefit of amateur theatre.

In summary, operational costs were reduced further in 2010, with a number of important decisions made that will have an impact on the budget in the years ahead.

Achievements

2010 has seen continued emphasis on improving core services for members to enable the Association to deliver its objectives. Key points for the year include:

- NODA saw an increase of 3% in its organisational membership base with 2,549 Society/Associate members, compared with 2,476 in 2009. There was a reduction in individual and joint membership with 1,115 individual members and 420 joint members compared with 1,418 and 984 respectively in 2009. This represents a reduction of 21% and 57% respectively.
- A new website was introduced as part of a plan to update the NODA brand, and to provide a shared domain bringing together the national website and all eleven regional websites, with improved functionality for NODA members.
- The national membership magazine 'Theatre Business' continued to be published on a quarterly basis. This was supplemented by an expansion of the pilot publishing project which introduced the concept of 'Theatre Talk' as the basis for a regional magazine.
- There were regular meetings during the period of the Theme Leader sub-group established by trustees to monitor and evaluate projects being carried out as part of the strategic plan.
- A Legal Helpline was maintained to help enhance the advice service for members, with the media advice line operating twenty four hours a day, seven days per week.
- In response to demand from suppliers to the amateur theatre sector, work continued on a Code of Practice for NODA members which had originally been envisaged as a Code of Conduct.
- All trustees received further training in governance, finance, and strategic planning, to ensure an understanding of, and compliance with, the roles and responsibilities of charity trustees, as well as improving NODA's communications with members.

NODA Summer School and Youth Academy

The Association's Education and Training programme, in line with its educational objective, continued with the thirteenth residential Summer School, held in August at Loughborough University and the second residential Youth Academy at Oakham School in Rutland. The provision of bursaries by NODA is an essential component of the success of these events, giving people who would otherwise be unable to afford them the opportunity to attend.

Summer School was led by its Chairman, Ian Wells in his final year, who on retirement will be succeeded by Jacque Stedman, the Councillor for NODA London. Youth Academy was led by John Warburton, the Councillor for NODA East. Both events were supported by the respective sub-committees and Summer School and Youth Academy Director, Catriona Cumming.

Library services

NODA holds a collection of scores, libretti and other titles of relevance to amateur theatre at its Head Office in Peterborough. The volunteer librarian, appointed in 2005 to create a computerised database of the collection, left the post during 2010 to relocate to another part of the UK with work underway to appoint a successor. The primary objective is to create a comprehensive archive of scores and libretti.

National conference

NODA's National AGM and Presidential Gala took place at the Palace Hotel, Torquay from 25th to 26th September 2010.

Regional conferences

Each region held its own conference during the year. These varied from one to three day events, dependent upon the support within the region. Over 2,000 people, who are passionate about amateur theatre attended these events.

Advice, representation and recognition

NODA continued to be a valuable source of advice for its members, and its comprehensive range of factsheets was enhanced and updated.

Over 1,800 people received either long service awards or youth certificates during 2010, to recognise their contribution to amateur theatre. NODA awards are a celebration of commitment to amateur theatre and are available to all NODA members.

NODA continued to play a vital role as an advocacy body with the Chief Executive, Tony Gibbs, sitting on the Executive of the Central Council for Amateur Theatre, Arts Council England Amateur Arts Forum, Voluntary Arts Network, and Association of Chief Executives' Special Interest Group for Culture and the Arts.

Tony also attended meetings of the Health and Safety Executive Joint Advisory Committee for Entertainment, National Network for Children in Employment & Entertainment, and National Drama Festivals' Association.

Theatre Business and NODA regional magazines

The Association's quarterly magazine, Theatre Business, continued to be published during the year. The national magazine serves a vital function in both providing information and celebrating the work of the Association and its members.

Each region continued to publish its own magazine at regular intervals, providing a useful tool for communicating information at regional level and containing reports on productions by affiliated societies.

Website

The website continued to offer access to a range of information and services, as well as online sales of pantomimes, and other items. It also offers the facility to book online for NODA Summer School and National Weekend and to join, or renew, membership of the Association. The website had 110,783 visitors in 2010 (compared with 123,093 unique visitors in 2009), of whom 72,468 were visiting the site for the first time (compared with 92,528 in 2009).

Work on the website to be re-designed, and introducing up-to-date functionality, was carried out during 2010 and launched in October.

Programme and poster competition

Each region held its own programme and poster competitions, the winning entries going forward to the national competition. The national awards ceremony was held at the National AGM in September.

Fundraising

There were no national fundraising initiatives during the year.

National Operatic and Dramatic Association

Summary consolidated statement of financial activities (incorporating income and expenditure account)

For the year ended 31 December 2010

	Restricted £	Unrestricted £	2010 Total £	2009 Total £
Income resources				
<i>Income resources from generated funds</i>				
Voluntary income	-	1,556	1,556	11,598
Activities for generating funds				
Trading subsidiary income	-	297,864	297,864	264,005
Mailing lists	-	1,773	1,773	3,048
<i>Investment income</i>		26,223	26,223	30,206
<i>Incoming resources from charitable activities</i>				
Membership subscriptions	-	260,755	260,755	261,045
National conference	-	43,261	43,261	26,433
Regional conferences	-	57,125	57,125	69,048
Regional events	-	16,571	16,571	-
Summer School	-	75,685	75,685	88,259
Youth Academy	-	9,107	9,107	9,174
Theatre Business (previously NODA News)	-	33,296	33,296	27,971
Regional magazine	-	25,558	25,558	27,843
<i>Other income resources</i>	-	5,324	5,324	9,205
Total income resources		854,098	854,098	827,835
Resources Expended				
<i>Cost of generating funds</i>				
Trading subsidiary costs	-	185,154	185,154	209,142
<i>Charitable activities</i>				
Membership services	2,243	265,796	263,553	250,073
National conference	-	63,223	63,223	60,072
Regional conferences	-	75,873	75,873	71,888
Summer School	-	155,849	155,849	129,103
Youth Academy	-	29,928	29,928	32,774
NODA News	-	72,233	72,233	58,791
Regional magazine	-	59,642	59,642	42,330
NODA Development Fund	-	-	-	5,171
<i>Governance costs</i>		39,193	39,193	44,129
Total resources expended	2,243	944,648	946,891	903,473
Net outgoing resources before other recognised gains and losses				
	(2,243)	(90,550)	(92,793)	(75,638)
Unrealised gains on investments	-	27,101	27,101	28,671
Net movement in funds	(2,243)	(63,449)	(65,692)	(46,967)
Reconciliation of funds				
Total funds brought forward	2,853	1,007,197	1,010,050	1,057,017
Total funds carried forward	610	943,748	944,358	1,010,050

Summary balance sheet

As at 31 December 2010

	The group		The charity	
	2010 £	2009 £	2010 £	2009 £
Fixed assets				
Tangible fixed assets	344,979	354,921	344,979	354,921
Investments	506,999	479,898	507,099	479,998
	851,978	834,819	852,078	834,919
Current assets				
Stock	13,155	17,318	-	-
Debtors	160,679	87,791	97,649	72,637
Short term deposits	2,030	2,050	1,624	1,621
Cash at bank and in hand	207,814	258,055	204,841	197,549
	383,678	365,214	304,114	271,807
Creditors				
Amounts falling due within one year	291,298	189,983	234,148	118,990
Net current assets	92,380	175,231	69,966	152,817
Net assets	944,358	1,010,050	922,044	987,736
Funds				
Restricted funds	610	2,853	610	2,853
Unrestricted funds:				
Designated funds	383,734	395,590	383,734	395,590
Revaluation	13,538	(13,563)	13,538	(13,563)
General funds	524,162	602,856	524,162	602,856
Non-charitable trading funds	22,314	22,314	-	-
Total funds	944,358	1,010,050	922,044	987,736

Trustees statement

These summary financial statements on pages 8 and 9 contain information from both the Consolidated Statement of Financial Activities and the Balance Sheets for the year ended 31 December 2010, but are not the full statutory report and accounts. The full financial statements were approved by the trustees and subsequently submitted to the Charity Commission. They received an unqualified audit report, copies of which may be obtained from NODA's head office. Signed on behalf of the trustees, **Eric Smart, Chairman**.

Independent auditors' statement to the trustees of the National Operatic and Dramatic Association.

We have examined the summary financial statements of the National Operatic and Dramatic Association which comprise the summary consolidated statement of financial activities and summary balance sheets on pages 8 to 9. This report is made solely to the trustees of the charity, as a body, and in accordance with the Charities Act 1993. Our audit work has been undertaken so that we might state to the trustees 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 charity and the charity's trustees, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

The trustees are responsible for preparing the summary financial statements in accordance with United Kingdom law and the recommendations of the Charities SORP. Our responsibility is to report to you our opinion on the consistency of the summary financial statements with the full financial statements and trustees' annual report. We also read the other information contained in the annual report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summary financial statements.

Basis of opinion

We conducted our work in accordance with Bulletin 2008/3, "The Auditor's Statement on the Summary Financial Statement" issued by the Auditing Practices Board for use in the United Kingdom. Our report on the organisation's full annual financial statements describes the basis of our audit opinion on those financial statements and trustees report.

Opinion

In our opinion the summary financial statements are consistent with the full annual financial statements and the trustees' Annual Report of the National Operatic and Dramatic Association for the year ended 31 December 2010. McIntyre Hudson LLP, Chartered Accountants & Registered Auditors.

Our Future

A new five year Strategic Plan was introduced in 2008, to provide improvements in services for members and 2011 will see further consolidation of these new services building on pilot projects that took place in the previous year:

Theme A: Customer service strategy

Working with other organisations

NODA continues to explore opportunities to work with other organisations to ensure that NODA's position in the amateur theatre sector is maintained. A major collaboration during 2012 will be to support NODA members working alongside the Royal Shakespeare Company as part of the RSC Open Stages initiative which forms part of the London 2012 Cultural Olympiad.

Pricing

Pricing policies continue to be reviewed that recognise the importance of providing all members with value for money for the services provided as part of their subscription, as distinct from the value of providing other services and products where a charge is made.

Services and products

The current cost of providing membership services currently exceeds the subscriptions being charged. Work will be carried out to identify gaps in provision leading to plans being developed for membership services which meet member's needs and can be provided on a cost effective basis.

Market research

NODA will work in conjunction with other umbrella bodies in the amateur and voluntary arts sector to maintain and publish accurate and regularly updated market data.

Promotion

A promotional plan will be implemented including a review of existing marketing materials. The promotional plan will focus on achieving a net increase in NODA membership year on year.

Publishing

A Publishing Strategy will be revised to clarify what type of information is provided to members and non-members. This plan will recognise the links between online and print publishing as well as the importance of reducing costs where practicable. 2011 will see more national publishing carried out online, as well as working with a third party publisher to offer NODA regional magazines.

Youth development strategy

A youth development strategy is being prepared for introduction in 2011. This work has taken longer than envisaged, but it is hoped that the strategy will be informed by work with other organisations.

Training, influencing and advisory services

NODA will continue to identify and publish details of suppliers to members where those suppliers can offer members preferential terms. There will be on-going review and updating of all existing NODA fact sheets. Further toolkits and/or supplementary training workshops, to support fact sheets, will be planned with a view to any agreed toolkits and/or supplementary training workshops to be introduced. The demand for the NODA helplines will be reviewed with recommendations for future provision.

PERFORM 2011

For the first time, NODA will take part in a public event at Olympia, PERFORM 2011, to raise the profile of amateur theatre and attract new people to join NODA affiliated societies.

Theme B: Services and products

NODA will maintain and develop its core activities of education, training and support for members as well as consider the potential demand for these existing services from non-members. Some of these core activities will be offered to members as part of defined membership services, others will be available at an additional charge. The portfolio of licenced productions will be expanded during 2011, and further products will be added to the new online shop.

Service and product development

The key area of supporting members with services and products that will enable them to better promote themselves and their productions was piloted in 2009, and will be developed in 2011.

Theme C: Organisational development

The aim is that NODA's infrastructure will be strengthened to ensure that Councillors, Regional Committees, and HQ staff have the right skills, supported by appropriate processes, to meet members' needs. NODA organisational processes will be reviewed and will be strengthened through the introduction of the PQASSO quality management system, which will also be offered to members in due course.

Volunteer conference

The first ever national conference for all NODA volunteers, including trustees and regional committee members, was held in March 2011 at the University of Warwick.

Code of Conduct

A Code of Conduct for NODA members will be developed further.

Policies and procedures

Policies and procedures will be reviewed and updated to ensure legislative compliance and to be able to advise NODA members on good practice.

NODA governance

There will be a review of governance support and succession planning within NODA Council with appropriate recommendations. The existing Chairman of Trustees will conclude his second, and final, three year term of office in September 2012, and so succession plans will be agreed during 2011.

Theme D: (ICT) Information communications and technology strategy

The aim is that NODA's ICT Strategy is an integral part of the process to enable the organisation to support members in achieving their aims as well as streamlining and improving internal processes.

Website content strategy

NODA website content strategy will be agreed as part of the wider NODA Publishing Strategy following the introduction of a new NODA National website in 2010.

ICT strategy

An Information, Communications, and Technology (ICT) strategy will be prepared to respond to the wider needs of the organisation and members.

Theme E: Financial strategy

The aim is that to ensure future sustainability, NODA will offer funding advice to members and that NODA (the Association) will focus on achieving its charitable aims and objects for the benefit of all members.

Fundraising by NODA during 2011, will focus on securing funding towards pilot projects identified in the Strategic Plan. In addition, a fundraising plan for the Association will be prepared and a plan will be prepared to offer a range of fundraising services to members.

Trustees	Geraldine Branton Frederick Piggford Margaret Coltman Eric Smart Robert Lumsden Robert Drywood	President (<i>from September 2010</i>) Vice-President (<i>from September 2010</i>) Immediate Past President (<i>from September 2010</i>) Chairman Life Member Representative (<i>from September 2010</i>) Life Member Representative
Regional Councillors	John Warburton Nanette Lovell Jacquie Stedman Fred Piggford Christopher Ingram Kevin Rawcliffe Gordon Blackburn John Barnes Nick Lawrence Derek Grattidge Michael Hastilow	East East Midlands (<i>appointed January 2010</i>) London North North East North West (<i>appointed May 2010</i>) Scotland South East South West (<i>appointed July 2010</i>) Wales & Ireland West Midlands (<i>appointed April 2010</i>)
Principle Staff	Tony Gibbs Bronwen Stanway Stuart Dick Dale Freeman Julia Mason Antonia Gray Kirsty Lenaghan Lynne Petterson Angela Whitsey Jane Flew Virginia McDermid Beverly Clarke	Chief Executive Executive PA Finance and IT Manager Membership Services Manager Marketing and Development Manager Membership Services Assistant Membership Services Assistant (<i>to 28 February 2010</i>) Membership Services Assistant (<i>to 31 May 2010</i>) Membership Services Assistant (<i>from 1 March 2010</i>) IT/Web Development Co-ordinator (<i>to 28 February 2010</i>) Publishing Officer Finance and Administration Assistant
Honorary Solicitor	Christopher Harper	
Honorary Accountant	Melanie Troiano	
Bankers	Unity Trust Bank, Nine Brindleyplace, Birmingham, B1 2HB	
Solicitors	Gregory Rowcliffe Milners, 1 Bedford Row, London, WC1R 4BZ	
Auditors	MacIntyre Hudson LLP, Chartered Accountants and Registered Auditors 8-12 Priestgate, Peterborough, PE1 1JA	

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