Norfolk Community Arts Limited

England & Wales · Charity number 1089916

Details

Other names	NORCA AND SISTEMA IN NORWICH LIMITED, NORWICH AND NORFOLK COMMUNITY ARTS LIMITED
Status	Registered
Legal form	Charitable company
Company number	04278192
Registered	2001-12-28
Register	View on the Charity Commission register

Contact

Address	Martineau Memorial Hall 21 Colegate Norwich NR3 1BN
Phone	01603 760529
Email	admin@norfolkcommunityarts.org.uk
Website	www.norfolkcommunityarts.org.uk

Activities

Objects: 1. To advance the education of the public in the arts (including music, dance, visual art, computer art, creative writing and theatre);2. To promote the beneficial effects of arts participation for health;3. To promote the use of the arts for community capacity building, and urban and rural regeneration;4. To provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended, by providing and assisting in the provision of facilities for the performance, rehearsal and practice of and other participation in the arts;5. To further such other charitable purposes as the Charity may from time to time decide.

Activities: Norfolk Community Arts is a Norwich-based arts participation and engagement charity. Our mission is dedicated to improving lives and communities through arts and culture. Our vision is to create world where arts and culture are integral to everyone's lives, and the people and communities we work with can live creative, healthy lives, and fulfil their potential, regardless of background.

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Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Arts/culture/heritage/science, Recreation, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** NORWICH AND NORFOLK
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£351,558	£335,908	-	-
2024-08-31	£314,163	£322,746	-	-
2023-08-31	£285,717	£417,039	-	-
2022-08-31	£327,510	£475,534	-	-
2021-08-31	£584,278	£469,301	£361,655	21
2020-08-31	£489,141	£652,814	-	-

Trustees

Name	Role	Appointed
MARK JONATHAN HAZELL	Chair	2022-07-19
Diana Joan Hare		2025-07-21
Dr John Packman		2022-11-28
Ruth Bullard		2024-06-25

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Norfolk Community Arts Limited

England & Wales - Charity number 1089916

Accounts

Norfolk Community Arts

Annual Report and Financial Statements

Norfolk Community Arts Limited

For the year ending 31 August 2025

A Company Limited by Guarantee
Registered in England
Company No. 04278192
Registered charity No. 1089916

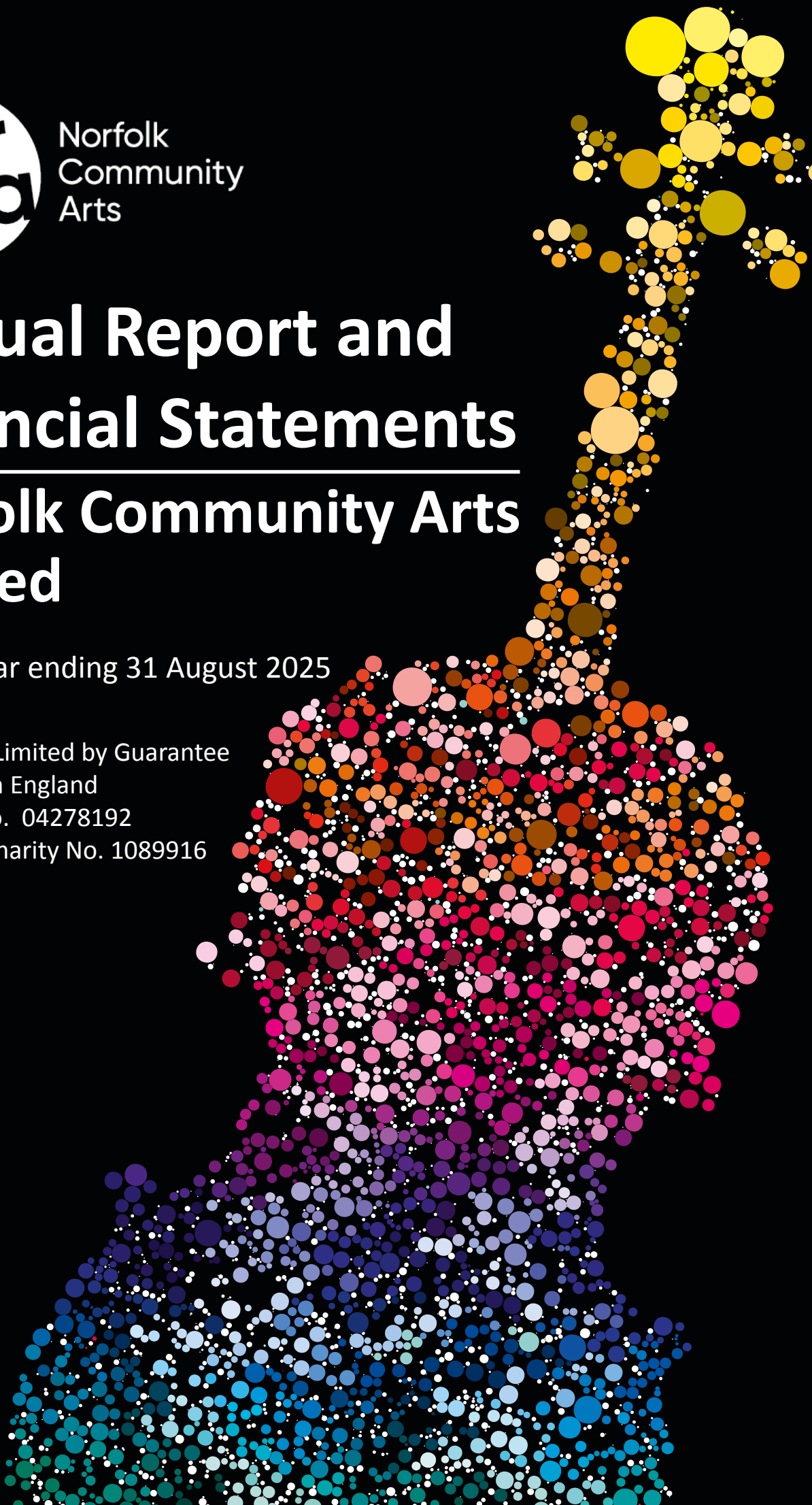

Photo: Sistema Norwich student (Insight Media)

Trustees Annual Report
(incorporating a director's report)

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Introduction

Welcome to Norfolk Community Arts Limited's Annual Report for 24/25. The year saw the Charity's financial position improve, enabling us to restore some of our core staffing capacity and carry out vital work to refocus and revitalise the Charity's mission. Our new strategic plan focuses the Charity on music (having previously had a broader artistic remit) and puts young people very much at the forefront of our work.

The challenge for young people in general, and young people in Norwich specifically, remains significant. With reporting that 20% of young people (aged 8 to 25) suffer from a probable mental health disorder, and mental health issues accounting for 45% of the overall disease burden for those aged 10-24 (with significantly higher rates in young women), there are serious implications for the lives of young people and the vitality of our society. Add to this the specifics of poverty in Norwich, with a third of children living in poverty, KS2 achievement well below the national average, the city in the most deprived 2% of the UK (young people's sub-domain of the Index of Multiple Deprivation) and in the 10% least socially mobile, and you have a worrying picture and a call to action.

Authors such as Professor Peter Fonagy, at UCL, argue that the mental health crisis among young people cannot be addressed without fundamentally rethinking how we support their development. The three essential psychological needs he identifies (Autonomy: freedom to make choices; Competence: the tools they need to succeed, not just academically but socially and emotionally; Relatedness: strong social connections and a sense of belonging and purpose), and his call for engagement in meaningful activities, can be met by arts focused programmes such as Sistema Norwich. We have long identified the role of music and Sistema's approach for supporting the development of social and emotional capabilities. Yes, Sistema is also widening participation in learning to play a musical instrument and bringing together a diverse community of music makers, but however you want to look at it there is a need to commit resources to support programmes like Sistema, with its focus on enriching the lives of young people, developing creativity, its diversity of engagement and its nurturing environment.

Sistema Norwich sits at the core of our vision for the next phase of the Charity's

Photo: Sistema Norwich Da Capo String Students (Insight Media)

Photo: Suntou Susso, Norwich Summer Sessions (Mary Doggett)

work. Our goal is to broaden our offer to include early years provision and Saturday clubs, work on developing engagement in folk music, increasing music programming for and by young people, and more performance opportunites. We want to create a community hub of music activity and performance around our base on Colegate and the Octagon Chapel (next door). As Sistema flourishes and grows we are looking at how we can work to meet the level of demand for places (currently more than double the places we have on offer, at around 100 children), itself a clear indicator of the level of needs for the programme.

Our partnership with the Norfolk & Suffolk Music Hub to deliver Sistema remains very important, both bringing resources and linking the programme (and Norfolk Community Arts Limited more widely) to the local music education network. We want to extend our thanks to the Hub for their support, and particularly to the fantastic Hub colleagues who work alongside our staff. We have continued to build a great team of tutors, coordinators and administrators, whose energy and dedication to the work has been so vital to its ongoing success.

Norwich Summer Sessions, the free festival of music and street theatre that NORCA delivers for Norwich BID, continues to offer a wonderful platform for enlivening the city centre, both supporting the local economy and providing a platform for local bands and up-and-coming young musicians. Alongside local favourites such as The Vagaband, Kitewing and 4D Jones, national acts included folk artists, The Carrivick Sisters, all female Afro-Brazilian group, Safrela, and the wonderful Kora playing of Suntou Susso with Ross Grant on violin. We pride ourselves on a programme that has 50% female artists, and covers a wide range of genres. Plans for 2026 are well underway.

The funding climate remains very challenging. We continue to have amazing support from funders and donors and I want to offer huge thanks to all those who have supported our work in the last year, large or small. It is all important, appreciated and needed more than ever. These are hugely challenging times for our sector, with more pressure and demand than ever on funds and funders. There remains a need for action to support the charity, education and arts sectors, if the work of organisations like ours is going to be able to continue, whilst we also continue work to diversify and increase our income, particularly generating more unrestricted income. More availability of core funding and multi-year grants would support better planning, more sustainability and greater impact.

I want to thank the NORCA Trustee board for all the work they have done this year. I am hugely grateful for their support, and it is great to welcome Diana Hare to the board. I want to offer a big thank you to all our staff, freelancers and volunteers for everything they do for the Charity.

Marcus Patteson
EXECUTIVE DIRECTOR (May 2026)

Photo: Sistema Norwich Brass Students (Insight Media)

Our mission, vision and values

Our mission

We are dedicated to improving lives and communities through arts and culture.

Our vision

To create a world where arts and culture are an integral part of everyone's lives, and the people and communities we work with can live creative, healthy lives, and fulfil their potential, regardless of background.

Our values

Our values are inclusivity, excellence, cooperation and nurture.

Inclusivity

Our work is founded on opportunity for all, regardless of background, situation or circumstances. We are committed to putting people at the heart of what we do and listening to their voices, so that our work is relevant and responds to their needs.

Excellence

The people and communities we work with deserve the highest, most professional quality of service or provision we can offer. We consistently work to ensure this, and make what we do better. We bring dedication, passion, innovation, inspiration and ambition to all our work.

Cooperation

All our work is built on cooperation, collaboration and respect, and always strives for a simple clear message supported by teamwork, and social responsibility.

Nurture

We create safe and supportive environments within which people can grow and develop. We facilitate and empower change for the people we work with.

Photo: Sistema Norwich Students (Insight Media)

Strategic Report

Strategic planning

Strategic planning takes place through the business planning process and cycle. This seeks to ensure that all our work has a robust case for support and theory of change, that it is well-planned and resourced, that it is coherent and cohesive, that it fits with local and national priorities, that it meets the needs of our communities and that everyone in the team is able to have input. It also seeks to ensure that the Charity is financially sustainable, with a diverse income portfolio that seeks to maximise opportunities to fund the Charity within the scope of its remit.

We have reviewed Norfolk Community Arts Limited's remit and are developing new areas of work to meet local needs and priorities identified through the strategic planning process, working to put in place a new 3-year strategy and business plan for September 2026.

Our approach

The focus of our strategy is to make a real difference to people's lives through arts participation and engagement. We have made four strategic choices, which underpin our approach:

1. **A focus on the impact of economic hardship, social disadvantage and lack of opportunity**

- People who face social disadvantage experience the impact of that across their lives, from educational achievement and employability, to health issues and well-being. We want everyone to have access to arts and culture, in ways that are meaningful and relevant to their lives, especially those with the least resources. We want to design programmes that meet the needs of participants and bring about positive impact for them and their communities.

2. **An ethos of creativity and culture**

- Artistic practice and creativity lie at the heart of all our activities. We work to promote the value of arts engagement and to create a wider, positive environment that is receptive to, and values, cultural engagement. We want to model the creative and cultural practice we espouse in how we operate as an organisation. We know that through innovation and creativity we can create lasting change.

3. **Partnership and collective action**

- We recognise we can achieve more if we work with other people, whether other local organisations, parents of participants or professional artists. We will advocate for arts and culture in all aspects of people's lives, and develop the case to support the benefits of engagement in the arts and social impact through arts participation. We want to put collaboration and co-design at the heart of all our work.

4. **Being a high performing organisation**

- We seek to maximise the impact of our available resources for our beneficiaries, not only financial resources but the skills and talents of our workforce and collaborators. We aim to be a dynamic, effective and responsive organisation, thinking outside the box, challenging expectations and received wisdom, and breaking new ground.

Strategic aims

We focus on five strategic aims, which drive our work:

1. **Creating opportunities** for participation and engagement in the arts, especially for those with least access: this is where change happens, at the creative coalface, through engagement in a creative practice.

2. **Overcoming barriers** to cultural engagement, including inequality of access to opportunities for financial reasons: making sure we reach those with the highest needs and the least access.

3. **Building skills:** Supporting people on their creative journey, building skills and developing a culture of creativity: creating an environment in which creativity can thrive and grow, and be sustainable.

4. **Making a difference** to people's lives: increasing social mobility, building resilience/wellbeing and generating community cohesion: putting diversity and inclusion at the heart of all our work.

5. **Providing facilities** and resources (as part of a cohesive local arts infrastructure) that further our work and support access.

Our projects, programmes and activities focus on these to different degrees, but ideally will draw on all of them. In some cases, projects are developed that focus on one, specifically.

We believe the best way to achieve our objectives is through direct work with individuals and communities, aimed at giving them more opportunities to thrive, and building their skills and capabilities. This work, however, needs to be framed within a wider culture, that nurtures and supports growth, includes partnerships to support or deliver programmes, and influences policy makers in their choices over resources and policy direction.

We seek to support people in developing the building blocks of healthy, successful, creative lives, raising aspiration and fulfilling potential. We aim to give people the skills and resources to overcome the challenges they face and live better lives, including ones rich in the arts.

Theory of change

Our work is grounded in research by the Young Foundation which identifies the fundamental importance of social and emotional capabilities in the achievement of other outcomes, including educational attainment, health and employment status. That research also establishes that these capabilties are seen as important by participants, who therefore recognise the value in investing time in developing them. Although their research is focussed on young people, it holds as being applicable across the whole of people's lives.

The arts are recognised as supporting the development of social and emotional capabilities, e.g. Sue Hallam, The Power of Music, 2010. A deeper evidence base is being developed, across a range of genres, and we will be looking to contribute to this through our own evaluation.

Focus priorities

Since its formation in 2001, Norfolk Commnity Arts Limited has delivered a wide range of programmes across different artforms, including music, dance, theatre, video & film, journalism, visual art, opera, carnival and photography, working across all ages and with over 70 projects and programmes delivered. Although music has always been a key area of work, the development of Sistema Norwich (which started in 2009) has represented a significantly increased focus both on music and on young people, with the Sistema programme making up the largest part of the Charity's work over the last 15 years.

Given our specialism in music and the significant level of need to support young people, both generally and specifically in Norwich (see section on the context of our work), as part of our review of remit the Trustees have taken the decision that the focus of charity will be guided by three priorities:

Music - NORCA's core focus will be music and music-related activity.

Young people - Our work will focus on young people, 0-24 years.

Adult provision where it links to other activity - work with adults will be undertaken where it links to existing provision, e.g. work with Sistema parents, or workforce development connected to music tuition.

Photo: Sistema Norwich percussion students (Insight Media)

Strategic view of remit

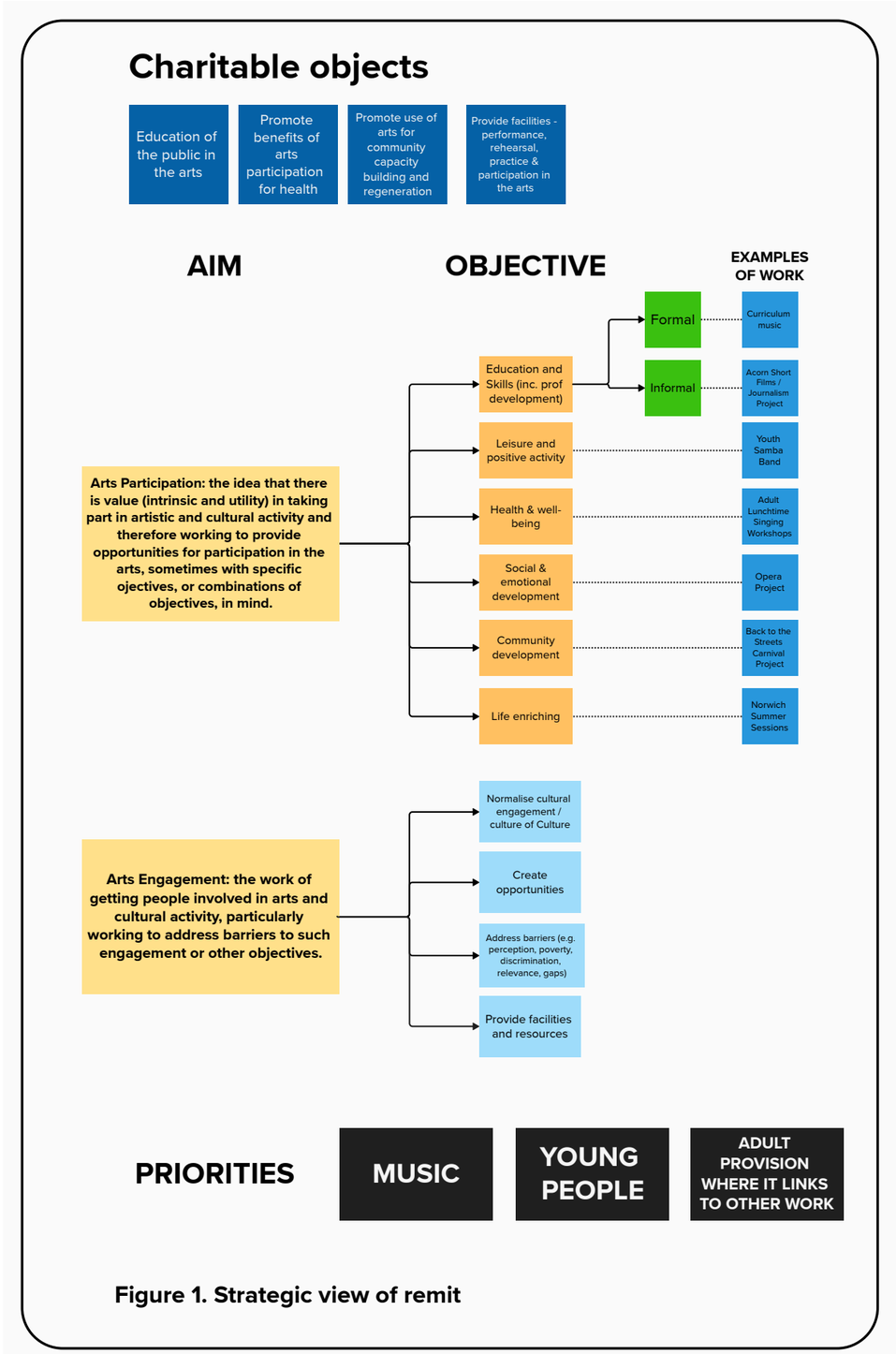


Figure 1. Strategic view of remit

The difference we make

Our strategy focuses our work on improving lives through arts participation and engagement, and developing a culture of artistic engagement and practice for all. We frame the impact of our work by viewing it through four strategic 'lenses':

Artistic development and lived experience of culture

Artistic practice, in some shape or form, is at the heart of all our work. The areas where we want to have an impact include:

- Developing artistic proficiency
- Developing experience of culture
- Developing creativity and wider artistic skills
- Promoting less visible or under-represented cultures or areas of culture

Increasing social mobility

For us, social mobility is about people having every chance to be the best they can be. It's about the opportunity to succeed; about changing the way people think, act and engage, so they can realise talents and potential. The areas where we want to have an impact include:

- Creating opportunity where people have limited or no opportunity
- Developing skills and social and emotional capabilities
- Gearing transformation towards self-sustaining and virtuous-circles, such as increasing aspiration and developing confidence
- Increasing achievement across the whole of people's lives
- Offering positive role models and positive activity

Building resilience and wellbeing

The stresses and pressures of modern life can bring all sorts of health issues, particularly relating to mental health, and socially disadvantaged areas are often seen to have greater health inequalities. The areas where we want to have an impact include:

- Mental health and emotional wellbeing
- Developing confidence, communication, agency and resilience

Creating an environment of arts participation and cultural engagement

Bringing about change is not just about focused programmes, but creating a climate of cultural participation, and recognising the value of culture to people's lives. We want to make sure people (especially young people) have pathways to further opportunities and growth. We want to be part of a thriving community with arts and culture at its heart. The areas where we want to have an impact include:

- Increasing the public profile and audience for culture, to widen exposure and engagement
- Encouraging wider participation through volunteering
- Increasing the sense of value for arts and culture
- Encouraging people to get involved in the arts
- Celebrating diverse cultures
- Developing youth leadership
- Influencing policy

The context for our work

Our work is informed by local, national and international contexts. Most of that work is focussed on the city of Norwich, as the community in which we are most embedded and therefore can serve best, as well as more widely across Norfolk. Key statistics and indicators have informed how we have developed and shaped our work to meet particular priorities, and continue to influence what future programmes we might develop. Where appropriate we look to expand our work beyond this geographical remit, especially working with key local partners in other locations in the application of particular provisions or models of delivery.

This leads us to identify some key issues and needs that our work could focus on addressing:

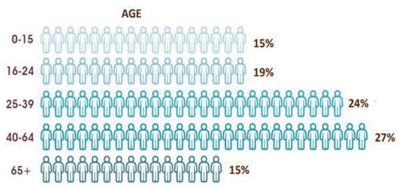
- *The level of deprivation, particularly relating to young people - how that impacts not only on access to and participation in arts and culture, but also on wider opportunity*
- *Young people's mental health*
- *Supporting educational achievement, particularly at KS1 and 2*
- *Opportunities for young people to work in the arts, and access to work more widely*
- *Improving the status of the arts*
- *Being part of creating and supporting a wider culture of arts and cultural engagement*

In terms of the Charity's vision, mission and aims, some of the key statistics and indicators that support, direct and influence our work are set out below.

Norwich ethnic profile

	white british	white non-british	asian	mixed	black	other
2021	77.6%	9.5%	5.5%	3.2%	2.6%	1.6%
2011	84.7%	6.1%	4.4%	2.3%	1.6%	0.8%

Norwich age profile



Deprivation and poverty

- 20% of the city's LSOAs* are in the most deprived 10% (40% in most deprived 20%) nationally, putting the city as a whole, into the most deprived 16% nationally
- Norwich is in the bottom 10% of areas in the country for social mobility
- 19% of young people in Norwich live in absolute low-income families, the highest in Norfolk (11% for East of England) and 35% have been identified as living below the poverty line
- Child and pensioner poverty are significantly worse than the national average - the children's sub-domain of the Index of Multiple Deprivation puts Norwich in the most deprived 2% nationally

* *LSOA's or Lower Layer Super Output Areas, divide up the UK into areas of similar population size.*

Health

- Suicide higher than the national average
- 20% of children in Year 6 are classified as obese (up 5% on 2015)
- High rate of teenage pregnancy
- Personal happiness is below the national average, 6.9 compared to a UK average of 7.45, lowest for all districts in Norfolk

Education and young people

- Educational achievement and child development are well below the national average
- 36% of LSOAs fall in the top 10% most deprived areas in England for Educational attainment
- Research carried out by Norwich City Council (Warmint Report, 1997 & 2007) identified low self-esteem, confidence and aspiration being a particular issue for young people in the city
- Only 4% of young people learning to play an instrument in Norfolk are on free school meals (whereas 22% of children in Norfolk are on free school meals)
- 1 in 7 young people not in employment, education or training (13.4% of 16-24 year old are unemployed)

Arts engagement
Norwich is perceived as being higher than the national average both regarding arts participation (time spent doing a creative activity, 41% compared to 35% nationally) and attendance (attending an event or performance, 63% compared to 53% nationally). There is however, considerable variation across the city's communities, which can mean a significant proportion of the city have less access, and Government research into taking part in the arts shows a clear link between low attendance and deprivation, with lowest attendance (59%) in the most deprived 10%, and increasing with each decile. Norwich, however, is considered a cultural 'hot spot' in terms of the Arts Council's priorities.

Young people's mental health
Even before the pandemic, a number of observers reported a significant increase in mental health issues for young people, many of them associated with increasing academic pressure and the impact of social media. Figures from NHS Digital identify that 1 in 5 children aged 8-16 had a probable mental health disorder in 2023, rising to 1 in 4 for 17-24 year olds, and that there had been a 33% increase in referrals to children's mental health services since 2019.

UNESCO City of Literature / City of Stories
Norwich was the second City of Literature in the UK and the first in England. Designated as a place of one thousand years of stories and literary firsts, of debate, foment and revolution, a place whose denizens were known for their non-conformism and 'do different' spirit. Work around the designation is led by the National Centre for Writing. It has led to the rebranding of Norwich as the 'city of stories'.

Impact of the pandemic:
Covid-19 is generally recognised to have had a significant impact on mental health and social isolation.

Curriculum music
The curriculum music offer, particularly at primary school, is generally considered to be sub-standard and an area where an organisation like ours can have a significant impact. Issues include non-specialist teachers, lack of training for teachers, unimaginative realisation of the curriculum and a lack of confidence in the subject. There is a notable lack of uptake of music as a GCSE (despite 64% of young people considering themselves musical and music being one of their favourite pastimes (see below)), significantly lower, for example, than art. A new National Plan for Music was implemented in 2023 and new Music Hub regions implemented from September 2024.

Sistema-inspired programmes
Sistema Norwich grew out of a national, UK government initiative (In Harmony) that sought to apply the principles of *El Sistema* in an English context. Within the UK there are 8 Sistema-inspired programmes, including programmes in Scotland and Wales. Sistema has an international dimension, with programmes throughout Europe and the world.

National economy
The narrative around the worsening economic picture, with a higher cost of living, rising inflation, greater use of food banks and a widening gap between rich and poor, all speaks to a greater need and opportunity for arts interventions around health and social mobility, versus pressure on funding.

Place making and Norwich 2040
The concept of placemaking has been a growing national initiative and part of Norwich's make up for over 20 years. The approach is rooted in community-based participation, and brings together diverse people, including professionals, elected officials, local groups, residents, and businesses, to improve a community's cultural, economic, social and environmental situation. Norwich 2040 provides a vision for the city, with 'a creative city' one of five key themes.

The status of the arts
How the arts are regarded varies across different sectors, policymakers and the general public. More work is needed to test this and advocate for the arts.

- There is a trend towards a reduction in the presence of arts subjects in the curriculum (e.g. the English Baccalaureate, which has no arts subjects in it)
- In 2023, the creative industries made up about 5% of the UK economy (£126bn) and employed over two million people (7% of UK jobs)
- Music is young people's favourite pastime, with 32% classing it as their favourite activity. 64% consider themselves musical and 90% listen to music every week (with 97% engaging with music in some way in any given week)
- 24% of people do not engage in the arts at all and 15% only engage once a year

Achievements and performance in 2024/25

24/25 was focused on continuing to develop and build the Sistema Norwich model, whilst increasing the financial stability for our work and undertaking longer-term planning. Increased staff capacity meant that work on strategic planning and developing the vision for the charity was able to move forward, along with work to develop new or extended areas of work.

A focus on disadvantage and lack of opportunity

Sistema Norwich

- Delivered 34 weeks of music provision, offering young people 4hrs/week of tuition (1,700 tutor hours) across the key orchestral instruments.
- 110 children and young people took part, with 42 children joining in Sep 24.
- Sistema continued to be a unique space that brings together young people from across Norwich's communities, with high levels of participation for those on free school meals and from low income households, and signficiant ethnic diversity (e.g. ethnic minority participation is increasing year on year).
- Five performances during the year including, Winter concert (Youth and Crescendo Orchestras), Winter choral concert, Spring Concerts (Da Capo and Soloists concerts) and Summer concert (everyone together). The Soloists concert supports the development of individual performances and small ensembles.
- Peer-to-peer performances (solo and small ensemble) in the Spring term.
- Youth voice work continued as part of the 'other' session for Youth Orchestra children.

Carnival and Outdoor Arts

- Continued to run our Youth Samba Band, supported by Norwich City Council and the Love Norfolk Fund. New initiative launched to develop a young leader of the band.

Other

- 16 young people offered the opportunity to perform as part of Norwich Summer Sessions Platform weeks, and two young people were engaged as volunteer photographers.

To be a high performing organisation

- Fundraising work was carried out to enable the charity to rebuild its core staffing capacity. From September 24 this enabled 3 days/week of staff time to be restored.
- Strategic planning was carried out to renew and refine the charity's remit and create a new development plan.

An ethos of creativity and culture

Sistema Norwich

- Continued to develop Martineau Memorial Hall as the base of the programme.

Curriculum and extra curricular music

- Delivery in 8 primary schools, including four whole school offers.
- 1,710 children received provision, with over 1,900 tutor hours of music delivery.
- 48 children across 3 schools took part in after-school clubs, delivering 100 tutor hours.
- Updated our model curriculum, including ensuring that instrument focussed lessons achieve curriculum objectives and give solid grounding in all aspects of musicality.

Carnival and Outdoor Arts

- Continued to deliver our Samba band for young people (10+ yrs), Samba Bamba, with 12 sessions delivered and 14 young people taking part. The band took part in the Norwich Lord Mayor's Procession 2025.
- Delivered a hybrid Norwich Summer Sessions 2025, combining three Thursday evenings (3 stages) in July with four Sunday afternoons (4 stages) in August. 25 acts performed over 7 weeks, with 23 of these musical acts (16 local) and 2 street theatre, supporting 113 artists overall (80% local). There was in increase in total audience from 2024 (9,720 people), and our largest average audiences so far (1,750 on a Sunday). The festival, again, achieved very high approval ratings, with 95% of the surveyed audience rating the event at 8+ out of 10.
- Broad programme with 13 genres covered, 52% female artist or female-led bands and 20 % culturally diverse acts
- 11 up and coming artists/bands performed as part of the Summer Sessions Platform acts.

Other

- Increased hire use of Martineau Memorial Hall, with 3 community choirs and an amateur orchestra as regular users.

Partnership and collective action

Sistema Norwich

- Partnership with Norfolk & Suffolk Music Hub to deliver the programme, including in-kind staff support (tutors and coordination).
- Parental engagement maintained through sit-in sessions, lesson observations and opportunities to meet tutors.

Curriculum Music

- 8 school partners for curriculum provision.
- 3 school partners for after-school clubs.

Carnival and Outdoor Arts

- Partnership with Norwich City Council, Norwich BID, Rabo de Foguete and other local carnival organisations to develop carnival and outdoor arts activity in the city.
- Partnerships with Access Creative College and New Noise (a partnerhip of ACC, Norfolk & Suffolk Music Hub, Play Produce Promote and Pica pica, Pica pica) to support programming for the Platform stage at Norwich Summer Sessions, supporting emerging talent.

Programme Delivery 2024/25

Sistema Norwich orchestral provision

Location	Instruments	Details
Sistema Norwich Nucleo		
Martineau Memorial Hall	Strings (Violin, Viola, Cello, Double bass), Woodwind (Clarinet, Flute, Saxophone, Bassoon), Brass (Trumpet), Percussion.	Tue to Thu- after school: 4.15 to 6.15pm Sessions: Instrumental lesson, general musicality, ensemble and choir/other. 4hrs/week
	Piano	Limited provision for up to 14 students, Wed/ Thu, 6.30 to 7.15pm (offered as additional to an orchestral instrument)

Curriculum and extra-curricular music provision

Location	Instruments	Details
Curriculum Provision		
George White Junior	Ukulele / Samba drumming	Yr 4, 60mins/week Yr 6, 45mins/week
Rackheath Primary	Ukulele	Yrs 3-6, 40mins/week
Mousehold Infants	Ukulele & Samba drumming	Yr1, 30mins/week Yr2, 30mins/week
West Earlham Junior	Curriculum music Samba drumming	Whole school on rotation Yr 5
White Woman Lane Junior	Samba drumming	Yr6, 30mins/week
Trumpington Meadows Primary (Cambridge)	Curriculum music	Whole school, 1hr/week
Fawcett Primary (Cambridge)	Curriculum music	Whole school, 1hr/week
Other		
Drayton Junior, George White Junior and White Woman Lane Junior	Samba drumming	After school clubs - 1hr/week
Jazz Impro Club	Various	Saturdays - 2hrs/fortnight
Youth Samba Band	Samba drumming	Saturdays monthly Sep-Mar (2hrs), and weekly Mar-July (1.5hrs)

Other programme delivery

The previous table summarises our music provision during the 2024/25 academic year.

Extension activities

Whilst curriculum focussed work provides an excellent platform for introducing young people to cultural activity, including music and learning to play an instrument, long-term engagement needs a range of opportunities that extend and deepen this. These extension activities are often the focus of our programmes, so that they join up, offer progression and consistency, and ensure opportunities of access.

What we can offer by way of extension activities varies depending on the resources and opportunities available, the tutors and artists that are available, what programmes we have been able to develop and what interest there is from partners in running activities.

Key extension activities:

- ***Sistema Norwich***

  Sistema is effectively an extension opportunity. It offers young people who have had some engagement through activities such as whole class ensemble tuition (WCET) or individual music lessons, progression to a longer-term, deeper engagement in learning to play an instrument through being part of an orchestra.

  Partnership with the Norfolk & Suffolk Music Hub strengthens this, with Sistema provision being part of the progression route for young people looking to engage with orchestral music, whilst we seek to further develop and improve this connectivity.

- ***Jazz Improvisation Group***

  Saturday group set up to offer Sistema children the chance to extend their experience and learn about and play some jazz.

Key extension activities (cont):

- ***Performance***

  Performance is often part of extending activities, both taking part in performances and experiencing a range of performances. Where appropriate, projects or activities often culminate in some form of performance, or link to performance opportunities. Initiatives like Norwich Summer Sessions enable us to offer performance platforms as part of our wider provision.

  Significant performance development as part of Sistema is a key area, offering the chance to work with professional musicians and ensembles, and expand the peformance opportunities connected to the programme, as well as engagement with other organisations and audience development.

- ***Opera & other projects***

  Developing intensive projects that facilitate a deeper and more extensive engagement with culture, offer the opportunity to not only further artistic progression goals, but also support wider curriculum and social impact aims. Our opera work (based on the Royal Opera House's Write an Opera model) is a perfect example.

- ***Carnival & Samba***

  In the past a number of schools (e.g. Wensum Junior, West Earlham Junior) have engaged in longer-term carnival participation, often through project work in-school leading to taking part in the Norwich Lord Mayor's Procession.

  We have continued to run our Youth Samba band and our goal remains to further develop this into a new youth carnival group, which could include costume and dance elements.

Impact

Evaluation and Monitoring

Evaluation and monitoring is vital for all the programmes and projects we run. At times we have had the resources to commission larger pieces of evaluation work, particularly in support of measuring the impact of Sistema provision, such as engaging the University of East Anglia Department of Psychology to assess the Teen Sistema Pilot, in 2014. Putting a comprehensive, long-term evaluation framework into place, and commissioning support for this, is a priority for the Sistema programme, to be able to better demonstrate the impact that our work has on participants.

Our internal evaluation and monitoring for Sistema Norwich incorporates the evaluation methodoloy developed by Nucleo, the Sistema-inspired programme based in North Kensington (London), who in turn worked with Soundsense (a national association for community music) in developing their methodology.

Norfolk Community Arts Limited has considerable experience of measuring impact, including a raft of evaluative measures to support measuring social impact. Typical approaches include:

- demographic information at registration
- questionnaires at the beginning, end and key monitoring points of projects
- verbal feedback at the end of sessions
- self-assessment approaches, such as Shooting Star
- tutor evaluation, assessment and input
- focus group discussions
- one-to-one interviews
- tracking young people over time
- portfolios of photos and video
- youth panels / forums

We look at impact through four lenses that enable us to frame the aim of improving lives - the key differences we are looking to achieve, across artistic and social, individual and community. Our evaluation feeds into our targets and priorities for 25/26 and beyond (see next section).

Artistic development and lived experience of culture
Developing proficiency – Building experience – Growing creativity

This is about ensuring our work builds artistic proficiency and experience:

- Sistema participation had an 82% attendance level and 80% retention.
- All Sistema participants felt they had improved their knowledge (though the increase in score was less, as might be expected) and 87% their instrumental playing, with this also reflected in parental feedback.
- Though practice remains the least enjoyable area for young people (26% unhappy about practicing), 70% felt they had improved. 84% felt their performing had improved.
- Feedback and monitoring of curriculum delivery has seen consistent levels of engagement and enjoyment amongst children and young people (86%) and a significant number keen for more opportunities, e.g. after school activities (64%).
- Norwich Summer Sessions gave a platform to 16 young musicians and supported 113 artists.
- The Youth Samba Band supported the engagement of 20 young people in an ongoing music opportunity, and performed to 20,000 people.

Increasing social mobility
Creating opportunity – Raising aspirations – Overcoming barriers

- 93% of children taking part in Sistema stated that they would not otherwise be able to learn to play a musical instrument (mostly for financial reasons).
- 62% of Sistema children demonstrated indicators of increased aspiration (parental survey) with increases across the board around engagement, willingness to practice, sense of direction, and enthusiasm for music.
- 21% of children taking part in Sistema are on free school meals (well above the Norfolk average of 4% participating in learning a musical instrument).
- 50% came from low-income families (household incomes of below £29kpa)
- 25% of participants come from the most deprived 20% of the city (by Income Deprivation Affecting Children Index) and 70% in the most deprived 50% of the city.
- 19% of Sistema participants are identified as having a special educational need.
- Sistema participants are 59% female, 39% male and 2% non-binary.
- 36% of Sistema participants are from ethnic minority backgrounds and another 19% from non-British, white backgrounds, indicating that the programme is drawing in more diverse participants than the figures for the city as a whole.

Building resilience and wellbeing
Developing confidence – Beating stress – Reducing isolation

- 86% of children reported being happy or very happy taking part in Sistema.
- Internal resilience – 92% of children demonstrated increased internal resilience based on measures of confidence and self-esteem (a 10% increase from last year).
- External resilience – based on statements about sense of place in the orchestra, interaction with their peers and performing, 80% of children demonstrated increased external resilience, with a higher range of change in score (an 8% increase on last year).
- Satisfaction with how we run the programme remains high, with a 4.3 out of 5 score, with transport to the venue being the key access issue.
- Other qualitative evidence for impact included parents commenting on improved behaviour at home and at school.

Creating an environment of arts participation and cultural engagement
Growing audiences – Building communities – Embedding in education

- Sistema continued to deliver regular public concerts, with good audience sizes.
- Recruitment for Sistema was at capacity, with high levels of interest in taking part.
- Noticeable communities have grown around our Sistema Norwich and Youth Samba provision, with extended friendship groups and parent networks. Levels of parental attendance at engagement events, such as session sit-ins, has been very high.
- The audience for Norwich Summer Sessions was increased from 2024, with our highest Sunday averages in the history of the festival (1,750 people), with 54% of the audience coming into Norwich specifically for the event, 61% returners and 39% not having been to it before.
- NORCA continued to deliver one-off concerts and events, e.g. Folk group, Hartwin and Grant, at Voodoo Daddy's Showroom.

Plans and objectives for 2025/26 and progress to date

A focus on disadvantage and lack of opportunity

Sistema Norwich

- Continue development of the Sistema Norwich nucleo as a point of access for those who would not otherwise be able to participate in learning to play a musical instrument.
  - *Consider how we can respond to the high level of interest in the programme, with more than twice the number applying than we have places available.*
- Recruit new intake from target areas.
  - *52 children took part in the induction carousel in Sep 2025, with 46 carrying on to full involvement, and 4 children joining who played already.*
- Work to increase engagement levels from key target communities.
  - *Our evaluation shows that, though we are broadly achieving our goal, targeted work is needed to increase participation from the most deprived 10% of the city.*
- Develop engagement with guest teachers and professional ensembles, and a range of concerts and events across our local community.
  - *A proposal has been developed for work that enhances the Sistema offer with masterclasses, collaborations with professional ensembles, concerts for young people, more opportunities for performance and leadership development.*

Curriculum Music

- Continue to develop our curriculum music offer.
- Increase the number of schools we work with, and identify other opportunities.
  - *Whole school provision started in a new primary school, Necton Primary, in Sep 2025.*

Carnival and Outdoor Arts

- Continue to run the Youth Samba Band.
  - *17 regular members (22 children overall) have taken part up to April 2026.*
  - *A young leader recruited and undertaking training.*
- Continue to develop Norwich Summer Sessions as a platform for local artists and to develop and support young musicians.

Other

- Carry out wider consultation with young people about engagement in music.
- Programme development is based around three areas:
  - *Extending our music offer more broadly, with early years and Saturday club provision. Key areas we are looking to develop include networking opportunities for young musicians, folk music, support for recording and production, and songwriting.*
  - *Developing a hub of music performance, with programming for and by young people.*

To be a high performing organisation

- Implement the new strategic plan and income development strategy.
  - *Work with Creativity Unbound and Richard Felton, as part of a 'Together to Thrive' bursary, has enabled development of a new income strategy.*
- Recruit more Trustees, developing representation at the Board level, including at least one young person.

An ethos of creativity and culture

Sistema Norwich

- Continue to build Sistema's performance-profile, with regular concerts, performances by tutor ensembles, collaborations with ensembles and other professional musicians, and developing links with a range of other organisations.

Curriculum music

- Create better linkage between curriculum delivery and other offers, e.g. Sistema.

Carnival and Outdoor Arts

- Maintain youth samba band and develop youth leadership of the group.
  - *Funding from Norwich City Council and Love Norfolk has enabled the band to continue up to July 2026. Young leader is undergoing training.*
- Deliver Norwich Summer Sessions 2026, continuing to explore and innovate the event as a platform for music and street theatre, and increasing our own visibility.
  - *Festival for 2026 has been commissioned and will go ahead on Sundays in August.*

Other

- Explore the development of Martineau Memorial Hall as a hub of music and music learning, aimed at addressing a range of needs for young musicians in the city.
- Promotion of Martineau Memorial Hall as a venue for hire.
  - *Hire use of the building has steadily increased.*
- Work to advocate for the value of cultural engagement and role of culture in enriching lives (e.g. social media, events, etc.).

Partnership and collective action

Sistema Norwich

- Continue work on parental engagement, including developing parental engagement in a new steering group for the programme.
  - *A new singing side-by-side session was introduced in November 2025.*
- Develop young people's ownership of the programme and ensure their voices are heard in how it develops.
- Recruit more volunteers, both to support weekly delivery and concerts/events.
- Continue to build our partnership with the Norfolk & Suffolk Music Hub, both to support participation in the Norwich nucleo and to explore opportunities for expansion.
- Continue to support and develop the UK Sistema network, in discussion with programmes, including opportunities for partnership projects and interactions.

Curriculum Music

- Refresh our school partnerships and look to develop new ones.

Carnival and Outdoor Arts

- Build on our partnership with Norwich City Council, Rabo de Foguete and others to develop carnival music entries for processon and other outdoor events in the city.
- Build on our partnership with Norwich BID to continue to develop Norwich Summer Sessions as an event, along with other city centre focused activity.

Other

- Increase our pool of volunteers, particularly to support activities like Summer Sessions.

Governance, structure and management

Legal status and objects

Norfolk Community Arts Limited is a company limited by guarantee and a charity registered in England and Wales. The organisation was established in 2001. It is governed by its Memorandum and Articles of Association, with the Charity's objects reviewed and revised in 2020. These are:

- To advance the education of the public in the arts (including music, dance, visual art, computer art, creative writing and theatre);
- To promote the beneficial effects of arts participation for health;
- To promote the use of the arts for community capacity building, and urban and rural regeneration;
- To provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended, by providing and assisting in the provision of facilities for the performance, rehearsal and practice of and other participation in the arts;
- To further such other charitable purposes as the Charity may from time to time decide.

In October 2022, the name of the Charity was changed from NORCA and Sistema in Norwich Limited to Norfolk Community Arts Limited.

Public benefit

The Trustees have a duty to report on how our organisation's charitable objects have been carried out, for the public benefit, and to follow the guidance from the Charity Commission on the provision of public benefit requirement under the Charities Act 2011, and the Trustees confirm that they have complied with this duty.

Under the Objects of the Charity, the types of benefit that the objects promote are to:

- Advance participation in and appreciation by beneficiaries in a variety of artistic forms, including music, drama, dance, carnival and media;
- Provide access to artistic activity where there may have been some barrier to participation;
- Provide educational, personal and group development opportunities for beneficiaries through specific training programmes and by participation in artistic activities; and
- Facilitate social integration and cohesion by providing opportunities for people from different backgrounds to participate in artistic activities together, fostering a better understanding of each other's backgrounds and cultures.

We demonstrate how we have met our principal objectives in our Strategic Report, by explaining why we focus on people facing disadvantage and subsequently reporting on our direct practice, work, policy and achievements with and on behalf of these people. People experiencing disadvantage face challenges that affect their physical and mental well-being. They are likely to have less opportunity and achieve less over their lives than other people. For this reason, we prioritise our work on their needs, so we can have the maximum positive impact and bring lasting change, not just for them but for our entire society.

Understanding and measuring our impact is of vital importance. It is critical in ensuring we achieve our mission of supporting people experiencing disadvantage to thrive, flourish and have better lives.

Photo: Norwich Summer Sessions 2025 - Kazuki (Mary Doggett)

Access and opportunity

The Charity runs a mixture of closed and open activity. Whilst open programmes can be accessed by the general public, closed programmes are focused on particular groups or communities. Where we can, we emphasise the widest possible engagement, as part of our ethos of social inclusion. Most beneficiaries are usually resident within Norfolk, particularly within the bounds of the City of Norwich, but we now have programmes of work in Cambridge and are in the process of discussing provision (or supporting provision) at other locations in England.

Governance, structure and management

The Trustee Board are the legal directors of the company. Membership of the Board of Trustees is under review, but there is currently no fixed term of office, with Trustees serving until they decide to step down. The Trustee Board has the responsibility for the governance and strategic direction of the Charity, ensuring that it upholds its ethos and values and delivers its key objectives.

The Trustee Board understands that good governance is fundamental to the success of the Charity and recognises the need for continuous review and improvement. The Trustees regularly review the Charity's governance, based on the seven principles of the Charity Governance Code, with the findings either fed into the management process or the business planning process.

Norfolk Community Arts Limited complies with its governing documents and all relevant governance-related legislation, and meets the requirements of charity regulators and best governance practice.

Operational management is delegated by the trustees to the Executive Director, who is accountable to the Trustee Board for its stewardship of the Charity. The Executive Director attends Board and Committee meetings, with other member of the management team attending as needed.

Recruitment and appointment of trustees (including any constitutional provisions)

Our Trustee recruitment process seeks to engage and sustain a combination of specialists and generalists, to ensure that a full range of skills are included on the board for excellent governance. It is also important for us to enrol Trustees who subscribe to, and are able to reinforce, our culture, our mission, policies and procedures. Our induction process involves supplying important documentation (job description for the role, most recent business plan, governing document, organisational structure, project archive report, current projects report) followed by a meeting with the Chair, deputy or other designated person, for familiarisation sessions on Norfolk Community Arts Limited's finance and existing/pending programmes and projects. New Trustees are invited to visit a selection of projects to meet staff and participants and to attend a Trustees' meeting as an observer. We are also investigating training for Trustees to support our commitment to excellent governance.

Trustees are appointed through a transparent and rigorous recruitment and selection process and are elected by members at a Trustees meeting. The recruitment of a number of young Trustees is a key objective, as part of demonstrating our ongoing commitment to ensuring young people take part in the decisions that affect them.

Trustees deploy a wide range of skills, knowledge and experience essential to good governance, and the balance of expertise is kept under review. Collectively, the Trustee Board must demonstrate responsible leadership and judgement.

Trustees, Committee Members, the Executive Director and the senior leadership team are expected to behave with the utmost integrity and professionalism, and at all times, to demonstrate their commitment to the goals and values of the Charity.

Photo: Sistema Trumpet students, (Insight Media)

All our Trustees give their time voluntarily, as regards their position as Trustee, and receive no rewards or benefits from Norfolk Community Arts Limited for the role. There is, however, provision in our constitution to pay Trustees (so long as the number of Trustees so engaged is a minimum). This was put in place to enable us to engage artists as Trustees who might also at some time do some professional work for the organisation. For 2024/25, no such payments took place.

The Trustee Board held 5 full board meetings during the period, along with a half-day planning/strategy session, to review the work of the charity and consider the future. The slightly greater number of board meetings than normal (quarterly) was reflective of the need for greater Trustee scrutiny, oversight and decision-making during a financially challenging period for the charity. Trustees who served during the year are listed on p48.

Young Trustees

Our young Trustees will be drawn from our services and participate at Board meetings, Trustee strategic days, as well as being involved in the recruitment of Trustees and members of the senior leadership team. Young Trustees will not have legal responsibilities or voting rights, but Trustees will pay close attention to their input and advice. Their contributions will help shape the future direction of the organisation and its strategy.

Safety and Safeguarding

Norfolk Community Arts Limited is fully committed to ensuring the safety of all participants and staff, with comprehensive risk assessments for all activities, and all the appropriate policies and procedures. We take Safeguarding very seriously, with all staff and volunteers undertaking a DBS check, alongside annual training from Norfolk Safeguarding Children's Partnership, annual review of our Safeguarding policy and membership of our local Safeguarding partnership.

Delegation and sub-groups

The Board maintains a written schedule of matters reserved for the Trustee Board and sub-groups, which clearly defines specific areas for delegation. The small number of Trustees and need for addtional meetings, meant that sub-groups did not operate during the year, however sub-groups that can operate include the Finance and Fundraising sub-groups, the Sistema Norwich Steering Group (to support Sistema development and delivery) and the Martineau Memorial Hall Working Group (to support the operation of the building and developing its use).

Photo: Event volunteer, Norwich Summer Sessions 2025 (Mary Doggett)

NORCA ORGANISATIONAL STRUCTURE

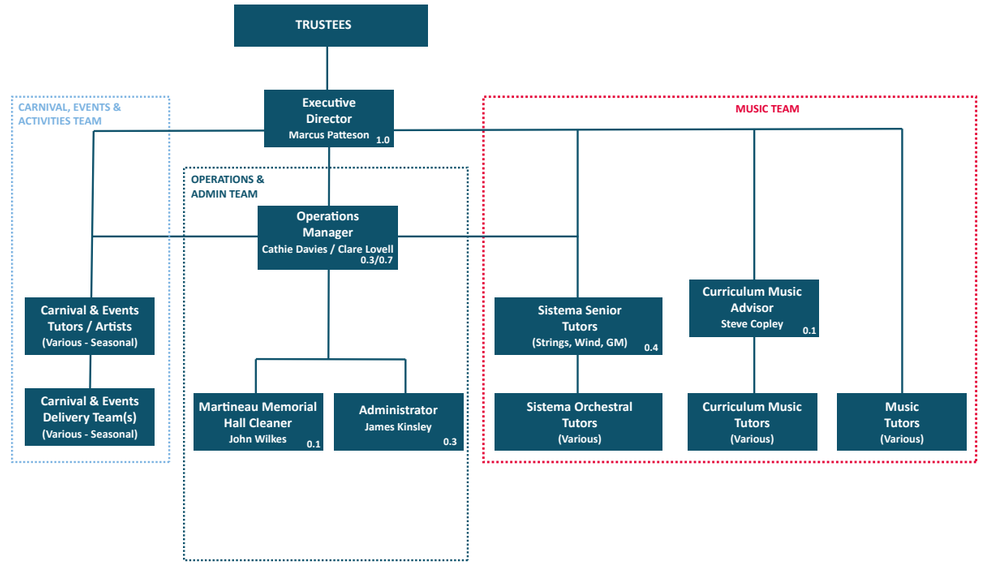


Figure 2: Organisational Structure

Employees

Norfolk Community Arts Limited believes that we can only achieve our strategic objectives by attracting and retaining skilled and experienced people across a range of functions. To this end, we are committed to ensuring that access to employment opportunities, training, reward and progression provides equality of opportunity for all employees.

Our staff development plan builds on previous work and focuses on workforce planning and development, and developing an action plan to support employee wellbeing. Measures we are looking to implement include:

- a training programme for all staff
- induction for new tutors
- supporting learning opportunities outside our own provision and which employees have identified
- offering coaching and mentoring to staff in relation to their professional duties
- other wellbeing oriented offers and opportunities, e.g. weekly yoga class, etc.

In October 2021, the role of Operations Manager became a temporary job share, to enable the post holder (Cathie Davies) to work remotely.

Equality, Diversity and Inclusion (EDI) is a central component of our strategic intent, and the new plan seeks to enhance EDI throughout the organisation, taking a holistic view that considers all stakeholders both internally and externally, assessing how we can best enhance policy, practice and procedure in the context of EDI, as well as a focus on the engagement and well-being of staff and volunteers. Key focus areas in the field of Equality, Diversity and Inclusion will be identified with a two-year action plan with specific objectives around what we want to achieve.

Volunteers

The support of volunteers is invaluable to our work. We ended the year with 52 active volunteers.

We continue to expand and diversify our volunteer programme, to ensure that volunteering at the charity is accessible and attractive to all. In the year ahead, we will be investing in the volunteer journey across our organisation, to ensure that our respected and valued volunteers have the very best experience with us.

Fundraising and supporter engagement

Fundraising and supporter engagement is becoming more and more important as part of our work, particularly for Sistema Norwich in its new format as a stand-alone, community-based programme. We continue to look to develop long-term relationships with our supporters and partners, ensuring we value and maximise the contribution of every individual, group or organisation.

The majority of our voluntary income last year was raised through Trusts and Foundations, individual support through regular or single gifts, legacies, support from companies, donations from organisations, and individual fundraising initiatives. We are hugely thankful for every gift and contribution.

We proactively comply with the Fundraising Regulator's voluntary regulation scheme, aligning all of our fundraising policies and practices with the Fundraising Codes of Conduct, along with complying with all related legislation and marketing regulations.

The majority of our fundraising activity has been led by staff at Norfolk Community Arts Limited. Most fundraising work is carried out by the Executive Director, though we have, at times, engaged freelance fundraiser support for the development of a number of bids. As part of our business plan development we will continue to review and refine our fundraising strategy, including the resources needed to most effectively delivery any resulting strategy. We expect an increased reliance on supporter engagement ('Friends', business supporters and fundraising events), and Trust and Foundation income.

We proactively monitor any fundraising undertaken on our behalf to comply with the Fundraising Regulator's voluntary regulation scheme. In the past year, we have not uncovered any failure by staff, volunteers, professional fundraisers or commercial participators to comply with these schemes and standards. We received no complaints relating to fundraising activities.

General Data Protection Regulation (GDPR)

Norfolk Community Arts Limited has put in place policies and procedures to ensure we comply with the General Data Protection Regulations 2018 (GDPR), following a review of how we handle information relating to our beneficiaries, supporters and staff, to ensure we are always honest and open about how we handle personal data and are taking appropriate measures to keep it safe and secure.

Remuneration

The senior management of the charity is the Executive Director, and the remuneration for this post is set by the Trustees and reviewed on an annual basis.

We are a Living Wage employer and our pay system is underpinned by the Living Wage Foundation recommendations. We are committed to continuing to implement increases in the Living Wage, as directed by the Foundation.

Photo: Sistema tutor (Insight Media)

Related parties and other key partnerships and organisations

In pursuit of our charitable objectives we work and collaborate with a range of other organisations and related parties. These are detailed below:

Related parties

Rabo de Foguete: Rabo de Foguete is a carnival and outdoor arts organisation run by Marcus Patteson. It is the vehicle through which Marcus delivers his own professional artistic practice and music specialisms, engaging a wider group of local musicians, makers, performers and carnival artists. This currently includes running the Marina Theatre's, Sunrise Samba Band in Lowestoft. The development of Rabo has been supported by Norfolk Community Arts Limited as part of our carnival and outdoor arts remit, and the organisation is a key partner in delivering that activity.

Key partner organisations

Norfolk & Suffolk Music Hub: Norfolk Community Arts Limited has been a partner in the Music Hub since it was established in 2012. The Hub has been a vital source of income for Sistema Norwich, as well as linking the programme to the wider world of music education in Norfolk, progression pathways and other opportunities. That partnership has deepened through a closer working relationship for the deliver of the Sistema Norwich programme (from 1 April 2023), including linking the programme into their wider ensemble offer. Norfolk Community Arts Limited has been a schools delivery partner for the Music Hub since 2012, and though in 2020/21 they passed over the work we were delivering for us to manage directly, we are a go to organisation if they have gaps in their workload that they need covering. The Hub also supports us by promoting our activities and concerts through their website and newsletters.

Norwich City Council: The City Council has been a key partner for the whole time that the charity has been in existence, including support for Waterloo Park Pavilion (2002-2006), our leadership of the community section of the City of Culture Bid (2011), Play Rangers (2009-2011) and the Sure Futures Consortium (2006-2008). Carnival has been a key area of partnership work, particularly focussed on the Norwich Lord Mayor's Procession, including delivering the Procession for them in 2023. Norfolk Community Arts Limited has been a core/regularly-funded organisation for a number of years, a key partner in recent Arts Council England funded projects, and continues to play a role in the cultural visioning for the city.

Norwich Business Improvement District (BID): Another important local partner, we work with Norwich BID to deliver a range of activity to promote the city centre, including a summer festival of music and street performance that runs through July and August. 2025 was our twelfth year running the festival, which has become an important feature of the city's annual calendar, and the second year under its rebrand as Norwich Summer Sessions (formerly Head Out Not Home). As well as being a platform for local bands, an opportunity to bring in national acts and a platform to support our work around diversity, we have also developed an element, through other local partnerships, to support up-and-coming acts. Other initiatives we have worked with Norwich BID on include programming live music for Norwich Wine Week, and creating and running Christmas Trails.

UK Sistema-inspired Programmes Network: Norfolk Community Arts Limited facilitates and organises this network of programmes that deliver Sistema-inspired programmes, with the aim of supporting the sharing of best practice and fostering partnership between the programmes. The network currently includes key programmes in England, Wales, Scotland and Ireland. As capacity allows we also look to engage in the European and world-wide networks (e.g. Sistema Europe).

Partnership and partner working is important to our ethos, and we have established and maintain good relationships with local arts and

community arts organisations to achieve our goals and ambitions as a charity. These include Access Creative College, the Garage, Norwich Arts Centre, Creative Arts East, Musical Keys, Lost in Translation Circus, Young Norfolk Arts Trust, the National Centre for Writing, Norfolk and Norwich Festival and Norwich School. We have long-standing links with most schools in Norwich (particulalry primary schools), working closely with a number through Sistema and curriculum music delivery (e.g. George White Junior School, Mousehold Infant School and West Earlham Junior School).

Environmental statement

Norfolk Community Arts Limited works at a community and local level, seeking to minimise our impact on the environment through our environmental policy. Where our activities are most likely to cause a detrimental effect is mainly through transportation of people and goods and the operation of an office. We undertake to minimise our environmental load as much as possible. We elect to work largely within the City of Norwich and Greater Norwich, with locally based practitioners, minimising the environmental impact of transportation, through shorter journeys, lift shares and encouraging cycling. As our company vans reach the end of their lives we will take full account of environmental considerations in replacing them.

Principal risks and uncertainties

The Trustees have responsibility for ensuring that the Charity maintains comprehensive risk management systems and that appropriate actions are being taken to manage and mitigate risks.

We have a formal risk management strategy that provides a robust framework through a risk register model, and subsequently managing risk across the Charity. Norfolk Community Arts Limited has an established system of internal controls that governs all of its operations. These controls have been designed to provide a reasonable level of assurance against the risk of error, fraud and inappropriate or ineffective use of resources. The Governance Risk Register is regularly reviewed by the Trustee Board to ensure transparency and challenge are inherent in the system.

The principal risks that have been identified in the Risk Register through their likelihood and impact on the Charity are shown in table 1.

Photo: Norwich Summer Sessions 2025 - Carrivick Sisters, St Gregory's Green (Mary Doggett)

Risk	Examples of mitigating actions
• A child protection failure results in a child or young person being harmed	• Mandatory safeguarding training provided to all staff and volunteers and regular refresher courses for all direct practice staff • Safer recruitment processes in place, including review and sign-off of mandatory DBS checks • Protocols for recording in place • Specialist safeguarding resources, processes and structures in place • Annual Review of safeguarding practice • Internal audit of practice, ensuring compliance with regulatory frameworks and ensuring safeguarding policy and processes are implemented and communicated effectively
• Unable to grow unrestricted income to meet our objectives	• Develop a new supporter engagement approach and strategy • Ensure compliance with GDPR regulations • Regular reviews of the external environment at both operational and governance levels • Strategic Business Plan and operational plans prioritise support for income generation
• Challenging funding environment results in receiving less funding than needed for our objectives, including cut backs in existing funding	• Build our fundraising capability and capacity • Develop collaborative partnerships • Be innovative, in services to beneficiaries, approaches and in the supporter and funding arenas • Develop evaluation to clearly define impact and support bids for funding • Develop models and approaches to be able to scale delivery
• We are unable to translate strategic intent into operational reality or achieve the impact we want	• Ensure operational plans reflect strategic intent • Close monitoring of progress against operational plans and budget • Develop and implement a clear plan for staff development, including a formal appraisal system • Ensure staff development plans support delivery and instils culture of continuous improvement
• Not having the right personnel to function effectively, whether Trustees, core or delivery	• Ensure there is a robust and ongoing recruitment process for new Trustees, with scoping to skills needed • Ensure there is a succession plan for key, senior roles • Develop and implement the 'Our People' plan to ensure training and support needs of staff are fully considered • Develop recruitment plan and protocol for new tutors, to improve availability and fit to our work

TABLE 1: KEY RISKS AND MITIGATING ACTIONS

Financial review

Summary

Total income received for the year was £351,558 (2024: £314,163), which included £208,877 of restricted income (2024: £184,663) and £142,681 of unrestricted income (2024: £129,500). Expenditure totalled £335,908 (2024: £322,746), of which £166,884 was restricted (2024: £216,817) and £169,024 was unrestricted (2024: £140,083). This resulted in a surplus to funds totalling £15,650 (2024: deficit balance of £8,583). The carried forwards funds total £54,376 (2024: £38,726), of which £48,993 is restricted (2024: £7,000) and £5,383 is unrestricted (2024: £31,726).

Reserves Policy

The Trustees will confirm and review on an annual basis the policy in respect of the reserves held by Norfolk Community Arts Limited, and to ensure that these are normally maintained at a minimum level equivalent to the essential activities of the organisation for a minimum three months, should all other income fail to materialise.

The Charity's reserves target is £100,000. As at 31 August 2025, free reserves, being unrestricted funds less fixed assets, totalled a deficit of £50,016 (2024: £32,408).

Trustees have authorised a lower level of reserves in the unprecedented circumstances facing the organisation, in order to safeguard the future of the charity and delivery of its services to its beneficiaries.

Extraordinary use of the reserves

In normal circumstances the reserve funds will not be used for the Charity's day-to-day expenditure. The trustees may, by exception, allocate reserve funding to:

- Special projects requiring material financial commitments greater than normal revenue income may support; and
- Any other purpose which is appropriate for the maintenance of and/or growth of the organisation and for which a business case is presented to Trustees.

Provided in each case that:

- The allocation of reserves shall be subject to resolution by the Board of Trustees in a meeting of the Board, which shall include electronic meetings and votes; and
- The relevant investment from reserves shall be recovered over succeeding financial periods (and any decision by the Board to so allocate shall be subject to a plan for the recovery of the reserves being made at the same time).

Investment Policy

Norfolk Community Arts Limited's funding is typically on a short-term basis of 3 years or less, with the majority of funding being annual awards or funds from the provision of services. The organisation has no permanent endowment and provides for capital expenditure within annual budgets. The financial pressures created by the pandemic, along with investment in the Charity's capacity, reduced the funds that were available from the Janson Legacy and mean it is unlikely we will be in the position to invest funds. The policy is to retain funds as cash and place them in bank deposits at the best rate obtainable, taking into account the security of the deposit takers.

Small Companies Exemption

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

.....

Mark Hazell

Chair of Trustees

Date: 28 May 2026

Independent Examiner's Report
to the Trustees of Norfolk Community Arts Limited

I report to the Charity Trustees on my examination of the accounts of the company for the year ended 31 August 2025 which are set out on pages 31 to 43.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

I draw attention to Note 1b in the financial statements, which indicates the Charity is continuing to face financial challenges and has had to commit a large proportion of the reserves to continue the core operations. They have encountered difficulties in raising funds and re-establising the financial stability of the charity. The Charity has secured funding in the short term to enable it continue in operation, however uncertainty exists over securing future funding. As stated in Note 1b, these events or conditions, along with other matters as set forth in Note 1b, indicate that a material uncertainty exists that may cast significant doubt on the Charity's ability to continue as a going concern.

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

Aaron Widdows ACA FCCA

Price Bailey LLP Chartered Accountants
Anglia House, 6 Central Avenue
St Andrews Business Park
Norwich
NR7 0HR

Date: 28 May 2026

Financial statements

STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDIUTRE FOR THE YEAR ENDED 31 AUGUST 2025

	Note	Unrestricted Funds £	Restricted Funds £	2025 Total Funds £	2024 Total Funds £
Income:					
Donations and legacies	2	3,897	9,666	13,563	10,986
Income from charitable activities	3	129,732	199,211	328,943	294,169
Trading income	4	9,051	-	9,051	8,775
Investment income	5	1	-	1	233
Total income		**142,681**	**208,877**	**351,558**	**314,163**
Expenditure on charitable activities	7	169,024	166,884	335,908	322,746
Total expenditure		**169,024**	**166,884**	**335,908**	**322,746**
Net expenditure for the year, being net movement in funds		**(26,343)**	**41,993**	**15,650**	**(8,583)**
Reconciliation of funds:					
Total funds brought forward		31,726	7,000	38,726	47,309
Total funds carried forward	13,14	**5,383**	**48,993**	**54,376**	**38,726**

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 33 to 43 form part of these financial statements

COMPANY NUMBER: 04278192

BALANCE SHEET AS AT 31 AUGUST 2025

	Note		2025 £		2024 £
Fixed Assets					
Tangible assets	10		55,399		64,134
			55,399		64,134
Current assets					
Debtors	11	4,412		8,343	
Cash at bank and in hand		17,357		-	
		21,769		8,343	
Liabilities					
Creditors: amounts falling due within one year	12	(22,792)		(33,751)	
Net current assets			(1,023)		(25,408)
Total net assets			54,376		38,726
The funds of the charity:					
Restricted funds	13		48,993		7,000
Unrestricted funds	13		5,383		31,726
Total funds			54,376		38,726

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

The company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies and the directors acknowledge their responsibility for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small company's regime.

Approved by the trustees on **28 May 2026** and signed and authorised for issue on their behalf by:

Mark Hazell
Trustee (Chair)

The notes on pages 33 to 43 form part of these financial statements

Notes forming part of the Financial Statements for the year ended 31 August 2025

1 Accounting policies

The Charity is a company limited by guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The registered office is Martineau Memorial Hall, 21 Colegate, Norwich, NR3 1BN. The registered company number is 04278192 and the registered charity number is 1089916.

In October 2022, the name of the Charity was changed from NORCA and Sistema in Norwich Limited to Norfolk Community Arts Limited.

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - Charities SORP (FRS 102).

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

The financial statements are prepared in pounds sterling and are rounded to the nearest £.

b) Going concern

The Trustees have considered the going concern basis of preparation of the financial statements noting the ongoing challenge of raising funding, liquidity and cash flow, and the need to continue the progress in re-establishing the financial stability of the Charity. With progress in 24/25, the charity ended the year in a better financial position than when it started, however, the fundraising climate remains challenging, and with a lot of NORCA's work (including Sistema Norwich's delivery model) reliant on funding, that remains an overriding issue for the Charity's current position as regards developing financial stability. Funders continue to see a high level of demand for their funds, and as a result, many are revising their priorities and changing the way they distribute funds. That means that there is a necessity to diversify income streams away from Trust and Foundation grants.

24/25 saw an improvement in the Charity's financial position, with progress made to rebuild Sistema Norwich's funding portfolio. This has seen long-term support from the Garfield Weston Foundation, Anguish's Educational Foundation, Norwich Freemen's Charity and others, alongside a partnership with the Norfolk & Suffolk Music Hub to deliver Sistema. Through support from the Norfolk Community Foundation's Together to Thrive funding, NORCA has worked with Creativity Unbound and Richard Felton (Felton's Fundraising) on work to develop the Charity's income portfolio, leading to development of a new income strategy and work to build individual and corporate giving, legacy and event income. Trustees will also work to rebuild NORCA's reserves and restore them to the target level.

The Trustees continue to keep a close eye on expenditure, whilst seeking to ensure the Charity has invested in the staff resource needed to both run delivery effectively and maintain the upward trajectory. The annual nature of funding cycles and the financial climate means that the position will continue to be challenging for the foreseeable future and will be closely monitored by Trustees.

BUDGET FOR 26/27 - This budget means that we continue to look to draw in funds that have not yet been secured, both through fundraising, other income development and the sale of assets that we no longer need. With a significant proportion already secured, the Trustees believe the fundraising targets are achievable, with room to downsize delivery should funds not prove forthcoming.

At the date of these accounts being approved, May 2026, the Charity has sufficient cash to meet liabilities as they fall due until the end of July 2026, however is reliant on donations and successful bids (that have been submitted) to complete this financial year and put in place the additional funding needed for the next financial year. In the short to medium term, being a period of not less than 12 months from the date of approval of these financial statements, the Charity will continue to manage its costs and realise its assets, until such time that consistent external funding is secured, falling back on the sale of some key assets to cover any shortfalls.

Notes forming part of the Financial Statements for the year ended 31 August 2025 (continued)

1 Accounting policies (continued)

b) Going concern (continued)

Trustees are very aware of the need to increase the level of unrestricted funds, whilst we will also review the level of overhead being charged to projects, to ensure we have an appropriate level of cost recovery for the projects and programmes we run. Following the work with Creativity Unbound, undertaken between January and April 2026, the new income development plan will seek to increase unrestricted income through a mixture of venue hire, service development (e.g. curriculum music provision), event income and bids for core funding. We have already made headway in the 25/26 financial year-to-date, including a number of donations and a significant core funding award from Anguish's Educational Foundation.

As with the Charity placing reliance on external funding, there can be no certainty that this funding will be secured hence creating a material uncertainty related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. At the date of approving these financial statements however, the Trustees are comfortable that the Charity will receive the required funding or in the absence of this, manage this by downsizing delivery and sale of unused assets. On this basis the Trustees believe that the accounts should be prepared on a going concern basis.

c) Fund accounting

Funds held by the Charity are:

- Unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity.
- Designated funds which are unrestricted funds earmarked by the trustees for particular purposes.
- Restricted funds which are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

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

d) Income

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

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the Charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from government and other grants are 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.

Income received in advance for a future fundraising event or for a grant received relating to the following period are deferred until the criteria for income recognition are met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the Charity which is normally upon notification of the interest paid or payable by the bank.

Notes forming part of the Financial Statements for the year ended 31 August 2025 (continued)

1 Accounting policies (continued)

d) Income (continued)

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place. Trading income is recognised on point of sale for both donated and purchased goods.

Rental income is recognised in the period to which the rental property is provided to the tenants.

For legacies, entitlement is taken on a case by case basis at the later of the date when the Charity is aware that probate has been granted, and either:
• the estate has been finalised and estate accounts have been received by the Charity; or
• when a distribution is received from the estate.
Receipt of a legacy is only considered probable when the amount can be measured reliably.

e) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

Expenditure on charitable activities comprises of the costs incurred by the Charity in the delivery of its activities and services for its beneficiaries, activities undertaken to further the purpose of the Charity and their associated support costs.

Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the Charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

f) Tangible fixed assets

Assets which are intended to be of ongoing use to the Charity in carrying out its activities are capitalised as fixed assets. All purchased fixed assets are initially recorded at cost.

Assets donated for use by the Charity are recognised as income when receivable and capitalised at their open market value.

g) Depreciation

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Fixtures and fittings	-25% Straight line
Fixtures and fittings - Mpods	-10% Straight line
Media equipment	-25% Straight line
Vehicles	-33% Straight line
Musical instruments	-33% Straight line
Leasehold improvements	- On a straight line basis over the period of the lease, up to the break clause, i.e. 5 years

h) Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered.

Prepayments are valued at the amount prepaid net of any discounts due. Accruing income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

Notes forming part of the Financial Statements for the year ended 31 August 2025 (continued)

1 Accounting policies (continued)

i) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

j) Creditors

Creditors are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any discounts due.

k) Pensions

The Charity provides a defined contribution pension scheme, whereby the Charity and its staff each fund the scheme, managed by a third party provider, the assets of which are held by the provider separately from the assets of the Charity. The pension charge in the financial statements represents the amounts payable by the Charity to the fund in respect of the period.

l) Operating leases

Operating leases are recognised over the period of which the lease falls due.
Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

m) Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

n) Volunteers

The value of services provided by volunteers has not been included in these financial statements. Further details of their contribution is provided in the Trustees report.

o) Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Fixed assets are recorded at depreciated historical cost.

p) Critical accounting estimates

The are no judgements or critical accounting esitmates which have been used in the preparation of these financial statements

Notes forming part of the Financial Statements for the year ended 31 August 2025 (continued)

2 Income from donations, grants and legacies

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £
Donations	3,897	9,666	13,563	1,223	9,763	10,986

3 Income from charitable activities

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Restated Unrestricted Funds 2024 £	Restated Restricted Funds 2024 £	Restated Total Funds 2024 £
Alderman Norman Foundation	-	-	-	-	10,000	10,000
Anguish's Educational Foundation	-	15,000	15,000	-	-	-
Big Give	-	1,410	1,410	-	-	-
Chivers Trust	-	-	-	-	2,000	2,000
Drayton Junior	1,736	-	1,736	1,696	-	1,696
Foyle Foundation	-	20,000	20,000	-	-	-
Garfield Weston Foundation	-	35,000	35,000	-	35,000	35,000
George White Junior School	9,527	-	9,527	6,409	-	6,409
Geoffrey Watling Charity	-	7,500	7,500	-	-	-
Mousehold Infant & Nursery School	4,651	-	4,651	4,518	-	4,518
Mills and Reeve Charitable Trust	-	-	-	-	1,000	1,000
Norfolk Community Foundation	-	5,000	5,000	-	-	-
Norfolk & Suffolk Music Hub	15,065	56,177	71,242	18,193	75,400	93,593
Norwich Bid	36,300	-	36,300	38,075		38,075
Norwich City Council	-	3,000	3,000	-	6,250	6,250
Norwich Freemen's Charity	-	35,000	35,000	-	-	-
Norwich French Church Charity	-	1,000	1,000	-	1,500	1,500
Nugee Foundation	-	-	-	-	1,500	1,500
Rackheath Primary School	2,970	-	2,970	-	-	-
Sheila Ann Day Fund	-	-	-	-	5,000	5,000
The Alchemy Foundation	-	1,000	1,000	-	-	-
The Simon Gibson Charitable Trust	-	10,000	10,000			
Souter Charitable Trust	-	2,000	2,000	-	2,000	2,000
Squire Patton Boggs	-	-	-	-	250	250
The Trumpington Federation	35,429	-	35,429	31,560	-	31,560
Thomas Anguish Foundation	-	-	-	-	30,000	30,000
West Earlham Junior School	15,782	-	15,782	14,211	-	14,211
White Woman Lane School	3,248	-	3,248	3,392	-	3,392
Wymondham Abbey	3,600	-	3,600			
29 May 1961 Charitable Trust	-	5,000	5,000	-	5,000	5,000
Other	1,424	2,124	3,548	1,215		1,215
	129,732	**199,211**	**328,943**	**119,269**	**174,900**	**294,169**

Notes forming part of the Financial Statements for the year ended 31 August 2025 (continued)

4 Trading income

	Unrestricted 2025	Unrestricted 2024
	£	£
Rental Income	9,036	8,575
Hire of equipment	15	200
	9,051	8,775

Rental income, hire of equipment and event income is unrestricted.

5 Investment income

	Unrestricted 2025	Unrestricted 2024
	£	£
Bank Interest Received	1	233

6 Analysis of Expenditure

2025	Charitable Activities	Governance Costs	Total Costs
	£	£	£
Employments	182,166	-	182,166
Service delivery and event costs	46,221	-	46,221
Promotion	1,126	-	1,126
Building, venue hire and storage	49,698	-	49,698
Van and travel	6,841	-	6,841
Accounting and bookkeeping	-	10,080	10,080
Depreciation	11,798	-	11,798
Equipment and materials	5,029	-	5,029
Legal and professional	546	-	546
Office and other costs	22,403	-	22,403
Profit on disposal of fixed assets	-	-	-
Total	325,828	10,080	335,908

During the year, total expenditure was £335,908 of which unrestricted expenditure amounted to £169,024 and restricted expenditure amounted to £166,884. Costs are allocated directly to the relevant fund.

Notes forming part of the Financial Statements for the year ended 31 August 2025 (continued)

7 Analysis of Expenditure (continued)

2024	Charitable Activities	Governance Costs	Total Costs
	£	£	£
Employments	182,658	-	182,658
Service delivery and event costs	46,207	-	46,207
Promotion	795	-	795
Building, venue hire and storage	51,350	-	51,350
Van and travel	5,961	-	5,961
Accounting and bookkeeping	-	9,380	9,380
Depreciation	13,330	-	13,330
Equipment and materials	4,648	-	4,648
Legal and professional	1,484	-	1,484
Office and other costs	17,515	-	17,515
Profit on disposal of fixed assets	(10,582)	-	(10,582)
Total	313,366	9,380	322,746

During the year, total expenditure was £322,746 of which unrestricted expenditure amounted to £105,929 and restricted expenditure amounted to £216,817. Costs are allocated directly to the relevant fund.

8 Net (Expenditure) / Income for the year is after charging:

	2025	2024
	£	£
Depreciation of tangible fixed assets	11,798	13,330
Accountancy and bookkeeping	5,030	4,830
(Profit)/ loss on disposal of fixed assets	-	(10,852)
Amounts payable to independent examiner in relation to:		
Independent examination	5,050	4,550
Operating lease rentals	34,766	42,694

9 Analysis of staff costs and key management personnel

	2025	2024
	£	£
Wages and salaries	175,193	176,074
Social security costs	4,524	4,062
Pension costs	2,427	2,523
	182,144	182,659

The Charity Trustees were not paid any other benefits from employment with the charity in the period (2024: £Nil) neither were they reimbursed expenses during the period (2024: £Nil).

The average monthly head count was 14 (2024: 16).

No employees received employee benefits excluding pension contributions over £60,000 (2024: none).

NORCA considers that the key management personnel comprises the Trustees and senior management team, being the Executive Director and the Operations Managers.

Employee benefits of key management personnel of NORCA were £60,897 (2024: £56,932).

Notes forming part of the Financial Statements for the year ended 31 August 2025 (continued)

10 Tangible fixed assets

	Vehicles	Office Equipment & fittings	Media equipment & Musical Instruments	Leasehold Improve-ments	Total
Cost	**£**	**£**	**£**	**£**	**£**
At start of period	29,300	178,446	279,803	204,896	692,445
Additions	-	1,969	1,094	-	3,063
At end of period	**29,300**	**180,415**	**280,897**	**204,896**	**695,508**
Depreciation					
At start of period	29,300	116,206	277,909	204,896	628,311
Charge for the period	-	9,818	1,980	-	11,798
At end of period	**29,300**	**126,024**	**279,889**	**204,896**	**640,109**
Net book value at the end of the period	**-**	**54,391**	**1,008**	**-**	**55,399**
Net book value at the start of the period	-	62,240	1,894	-	64,134

Fixed assets held in restricted Community Construction Fund and included above have a cost of £96,171, accumulated depreciation of £96,171 and net book value of £Nil (2024: £Nil).

11 Debtors

	2025	2024
	£	**£**
Trade debtors	3,591	5,718
Prepayments and accrued income	821	2,625
	4,412	8,343

12 Creditors: amounts falling due within one year

	2025	2024
	£	**£**
Trade creditors	5,290	6,490
Bank overdraft	-	13,591
Other creditors	941	-
Accruals and deferred income	16,561	13,670
	22,792	33,751

Notes forming part of the Financial Statements for the year ended 31 August 2025 (continued)

13 Funds summary

2025	**Balance at the start of the period**	**Income**	**Expenditure**	**Transfers between funds**	**Balance at end of the period**
Restricted funds					
Sistema in Norwich	6,000	200,877	(161,536)	-	45,341
Carnival Group	1,000	8,000	(5,348)	-	3,652
Total restricted	7,000	208,877	(166,884)	-	48,993
Unrestricted funds	31,726	142,681	(169,024)	-	5,383
Total unrestricted	31,726	142,681	(169,024)	-	5,383
Total funds	38,726	351,558	(335,908)	-	54,376

2024 - as restated	**Balance at the start of the year**	**Income**	**Expenditure**	**Transfers between funds**	**Balance at end of the year**
Restricted funds					
Sistema in Norwich	5,000	179,413	(178,413)	-	6,000
Carnival Group	-	5,250	(4,250)	-	1,000
Total restricted	5,000	184,663	(182,663)	-	7,000
Designated funds	25,000	-	(25,000)	-	-
Unrestricted funds	17,309	129,500	(115,083)	-	31,726
Total unrestricted	42,309	129,500	(140,083)	-	31,726
Total funds	47,309	314,163	(322,746)	-	38,726

Sistema In Norwich - A programme seeking to transform the lives of young people from areas of deprivation through engagement in music. Rebranded as **Sistema Norwich** from April 2023.

Carnival Group - Carnival work that includes a youth samba band, development of and work towards the Norwich Lord Mayor's Procession, participation in Norfolk Carnival Collective and other related activity.

The **general reserve** represents funds of the Charity which are provided on an unrestricted basis. It includes donations, fund raising and surpluses and deficits arising from projects funded from various external sources. Also included in unrestricted funds is a designated fund which the Trustees have set aside for the Sistema project going forwards.

Notes forming part of the Financial Statements for the year ended 31 August 2025 (continued)

14 Net assets by funds

2025	Unrestricted funds	Restricted funds	Total funds 2023
Tangible fixed assets	55,399	-	55,399
Debtors	4,412	-	4,412
Cash	17,357	-	17,357
Creditors falling due in less than one year	(71,785)	48,993	(22,792)
	5,383	48,993	54,376

2024 - as restated	Unrestricted funds	Restricted funds	Total funds 2022
Tangible fixed assets	64,134	-	64,134
Debtors	8,343	-	8,343
Cash	-	-	-
Creditors falling due in less than one year	(40,751)	7,000	(33,751)
	31,726	7,000	38,726

15 Pension commitments

The Charity operates one defined contribution pension scheme. The assets of the schemes are held separately from those of the Charity in independently administered funds. The total pension cost charge represents contributions payable by the Charity to the funds and amounted to £2,427 (2024: £2,523). No amounts are outstanding at year end (2024: £Nil).

Notes forming part of the Financial Statements for the year ended 31 August 2025 (continued)

16 Operating lease commitments

At 31 August 2025, Norfolk Community Arts had future minimum lease payments under non-cancellable operating leases as follows:

Other Expiry date:	2025 £	2024 £
Under 1 year	574	574
Between 2 and 5 years	574	1,147
After more than 5 years	-	-
	1,148	1,721

17 Related party transactions

Marcus Patteson who represents key management of Norfolk Community Arts Limited, also runs another organisation called Rabo De Foguete. Transactions between the two entities took place for the provision of professional artistic services, totalling £4,818 (2024: £6,166) and at the year end the amount due amounted to £Nil (2024: £Nil). The supply of services are aligned with the Charity's objects and are permitted under the Charity's Articles of Association.

During the year, Marcus Patteson provided a short-term loan to the Charity totalling £8,000 (2024: £Nil). The loan was interest-free, unsecured and was repaid in full. There was no outstanding balance at the year end.

No further related party transactions took place in the period (2024 £Nil).

18 Prior year adjustment

The comparative figures for the prior year have been restated to correct the allocation of service fee income relating to Norwich BID funding and the associated expenditure.

In the prior year, income of £35,075 and related expenditure of £34,155 were incorrectly reported within restricted funds. These amounts have now been reclassified to unrestricted funds.

This adjustment has no impact on the total funds, net income, or the balance sheet of the Charity, but results in a reclassification between restricted and unrestricted funds in the Statement of Financial Activities and the related fund balances.

CORPORATE INFORMATION

Norfolk Community Arts Limited
(A company limited by guarantee)

Registered Office
Martineau Memorial Hall,
21 Colegate,
Norwich
NR3 1BN.

Company Registration No. 04278192
Charity Registration No. 1089916
Telephone: 01603 760529 (ext 1)
Website: www.norfolkcommunityarts.org.uk

Trustee Board
Mark Hazell (Chair)
John Packman
Ruth Bullard
Diana Hare (appointed 22 July 2025)

Company Secretary
Marcus Patteson

Executive Director
Marcus Patteson

Operations Manager
Cathie Davies / Clare Lovell
(part-time job share from October 2021)

Safeguarding Officers
Clare Lovell
Cathie Davies (Deputy)
Marcus Patteson (Deputy)

Bookkeeper
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Thorpe St Andrew,
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Bankers
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Photo: Norwich Summer Sessions 2025 (Mary Doggett)

Photo: Sistema Norwich Youth Orchestra Concert Band (Insight Media)

THANK YOU

Special thanks to our business supporters, commissioners and partners:

Art Angels Publishing
Norwich Business Improvement District
Norwich City Council
Norfolk & Suffolk Music Hub
Wymondham Abbey

Special thanks to our 24/25 funders:

Anguish's Educational Foundation
Big Give
Foyle Foundation
Garfield Weston Foundation
Geoffrey Watling Charity
Norfolk Community Foundation
Norwich French Church Charity
The 29 May 1961 Charitable Trust
The Alchemy Foundation
The Simon Gibson Charitable Trust
Souter Charitable Trust

Special thanks to our 24/25 partner schools:
Drayton Junior School
Fawcett Primary School
George White Junior School
Mousehold Infant School
Rackheath Primary School
Trumpington Meadows Primary School
West Earlham Junior School
White Woman Lane Junior School

Thank you to all the organisations who continue to support us and fund our work, and to our ongoing partners. Thank you to everyone who has raised money for us, volunteered their valuable time and skills, and supported us financially. Because of your generosity we've been able to do more, whether that is give Sistema children more time each week, reach more people or create more opportunities.

We remain committed to working to create a country where everyone has access to the arts and culture, and people can thrive.

People, and the arts, continue to inspire us, and to drive everything we do.

Transforming Lives Through Arts Participation & Engagement

For more information about our work please visit our website:

norfolkcommunityarts.org.uk

Norfolk Community Arts Limited

England & Wales - Charity number 1089916

Accounts

Norfolk Community Arts

Annual Report and Financial Statements

Norfolk Community Arts Limited

For the year ending 31 August 2024

A Company Limited by Guarantee
Registered in England
Company No. 04278192
Registered charity No. 1089916

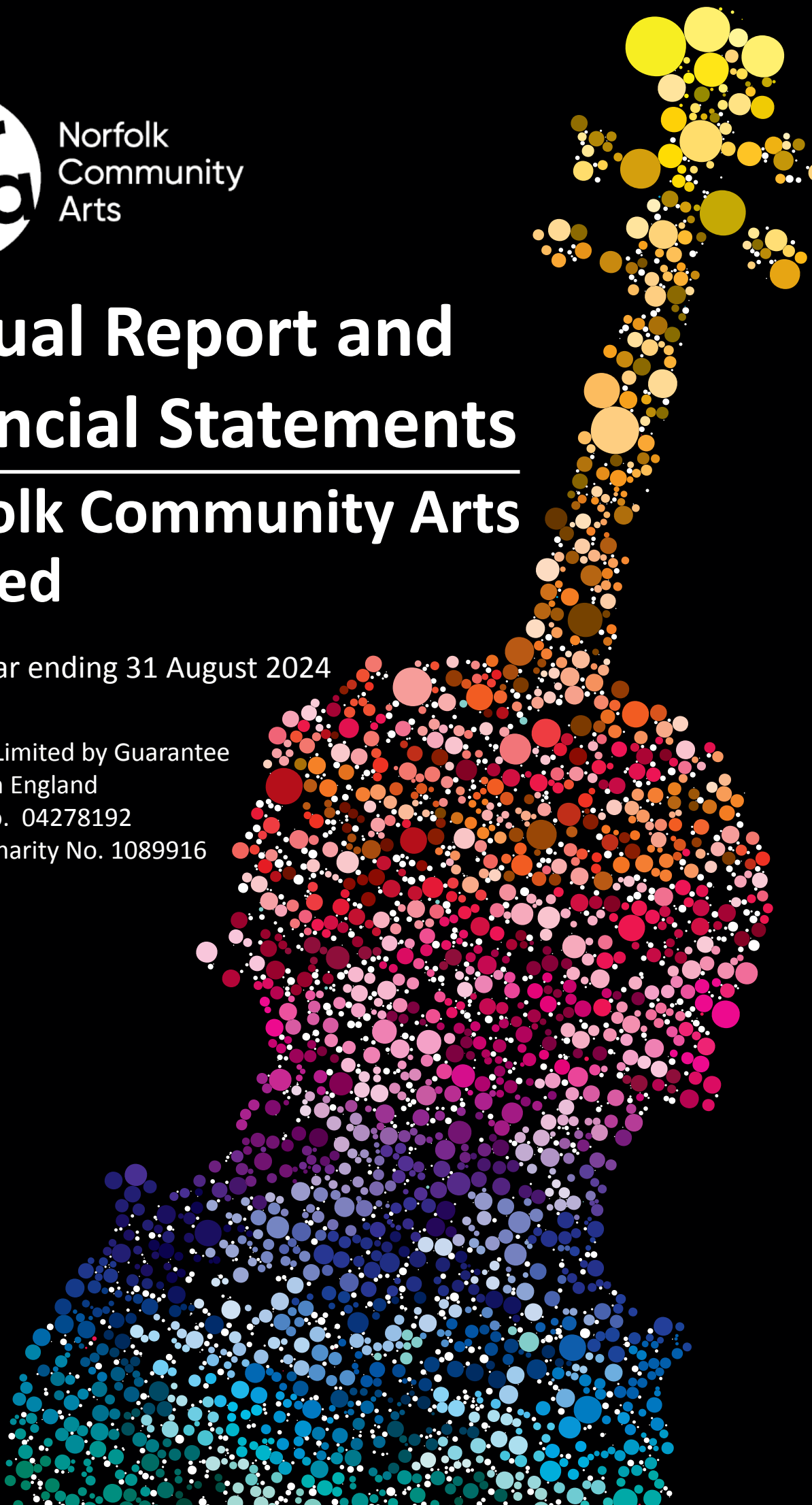

Photo: Sistema Norwich Double Bass Student (Alex Lyons)

Trustees Annual Report
(incorporating a director's report)

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Introduction

Whilst 23/24 was, in many ways, a year of consolidation for Norfolk Community Arts Limited, and the reduction in core staffing capacity implemented to stabilise the finances of the charity certainly brought challenges, NORCA once again achieved significant programme delivery to meet our goal of improving lives through arts and culture. The Sistema Norwich programme continued to develop, grow and thrive, we maintained our curriculum music delivery and had another very successful edition of Norwich Summer Sessions. Although participation in things like the Youth Samba band remained static, a large number of young people joined Sistema Norwich, as young people's engagement in out of school activity started to return to something of its pre-pandemic level. As the funding position has improved into 24/25, we have been able to restore some of our core staffing capacity, to support delivery and the strategic development of the charity.

Work to review the charity's remit and create a development plan was completed in April 2025 and has informed the strategy and targets set out in this Annual Report. With NORCA, historically, delivering activities across a wide range of artforms and ages, Trustees have chosen to focus the Charity on music (and music-related activity) and young people.

The challenge for young people in Norwich remains, with much of the disparity in wealth and education not recognised inside or outside the city. A third of children live in poverty, KS2 achievement is well below the national average, and the city languishes in the least socially mobile 10% and the most deprived 2% of the UK (young people's sub-domain of the Index of Multiple Deprivation). There remain worrying indicators for the mental health of young people, and youth unemployment has hit an 11 year high, with one in seven young people not in employment, education or training.

The need for arts, creativity and culture has never seemed more needed, yet the money to support engagement and access has become very limited, and there are no longer the opportunities that came via schools, with the arts squeezed out of education. The benefits to young people from arts participation are well-established, however it seems particularly shortsighted for an ageing population to overlook the potentially cataclysmic impact on a generation they will come to rely on. There needs to be a funded youth development initiative to address the current situation, with arts and culture part of the mix. Not only are the arts returning to being the province of the wealthy, we are missing the vital role of creativity in the UK's wider success. The creative industries make up about 5% of the UK economy (by GVA) and is one of the fastest growing sectors.

Sistema Norwich continues to grow and thrive, with over 80 children taking part in 23/24. The level of interest and uptake over the last two years demonstrates the need. We have seen significant musical progression, high levels of attendance and a strong culture of participation grow up around the nucleo. Sistema Norwich has continued to be wonderfully diverse, with children and young people from all walks of life, high levels of participation from minority ethnic communities (34%), those receiving free school meals (22%) and those with special educational needs (15%). We recognise that more work is needed to ensure that we reach and draw from the least well-off

Photo: Sistema Norwich Violin Student (Alex Lyons)

communities, but the programme remains a rare and unique opportunity for those who would not otherwise get the chance to learn to play a musical instrument. Our partnership with the Norfolk & Suffolk Music Hub to deliver Sistema remains very important, both bringing resources and linking the programme to the wider music education network locally. We want to extend our thanks to the Hub and particularly to the fantastic Hub colleagues who work alongside our staff. We have continued to build a great team of tutors and administrators, whose energy and dedication to the work has been so vital to its ongoing success.

Music education still faces very uncertain times, with music studies in schools at a historic low. Whilst the messaging from the new Labour government seems to be very positive, and there is a strong commitment to it, as a core part of young people's opportunities, the current economic challenges are making significant investment difficult and continue to put pressure on school budgets. It's great to have voices such as Ed Sheeran's being raised in support of action, and we hope that a Music and Arts Premium (similar to the current PE and Sports Premium) will be levered in to further support the funding of music, alongside ensuring there are resources to support a thriving extra-curricular music scene. The Norfolk & Suffolk Music Hub continues to be a key partner and, alongside our ongoing commitment to school music delivery, we will be looking to futher develop our offer from Martineau Memorial Hall as part of supporting young people's wider opportunities to engage with music.

Norwich Summer Sessions, the free festival of music and street theatre that NORCA delivers for Norwich BID, had its 11th year in 23/24. We offered a hybrid festival with three Thursdays evenings in July and four Sunday afternoons in August. Summer Sessions continues to draw a large audience and achieve high approval ratings from that audience. Stand out performances included the amazing Scottish piper, Malin Lewis, Latin band, Sarabanda getting Gentleman's Walk dancing, and the hilarious Dan the Hat. We were really pleased to achieve a 50/50 balance of male and female performers and a strong multi-cultural presence. The event continues to offer an important performance platform for local bands and up-and-coming young musicians.

Funding is vital to NORCA being able to do its work and whilst the funding climate remains challenging, we continue to have amazing support from funders and donors. I want to offer huge thanks to all those who have supported our work in the last year, large or small. It is all important, appreciated and needed more than ever. We are particulalry grateful for multi-year awards from the Garfield Weston Foundation and 29th May 1961 Charitable Trust for Sistema Norwich. These are hugely challenging times for our sector, with more pressure and demand than ever on funds and funders. Though we seem to have turned a bit of a corner, there is a need for action to support the charity, education and arts sectors, if the work of organisations like ours is going to be able to continue. More availability of core funding means we can be better at what we do, are more sustainable as organisations, and can really be the agents of change we want to be.

I want to thank the NORCA Trustee board for all the work they have done this year. I am hugely grateful for their support, and it is great to welcome Ruth Bullard to the board. I wish to offer our thanks to Abby Dalgleish, who stepped down as a Trustee in June 2024, for all her work, and a very big thank you to all our staff, freelancers and volunteers for everything they do for the Charity.

Marcus Patteson
EXECUTIVE DIRECTOR (May 2025)

Our mission, vision and values

Our mission	We are dedicated to improving lives and communities through arts and culture.
Our vision	To create a world where arts and culture are an integral part of everyone's lives, and the people and communities we work with can live creative, healthy lives, and fulfil their potential, regardless of background.
Our values	Our values are inclusivity, excellence, cooperation and nurture.

Inclusivity

Our work is founded on opportunity for all, regardless of background, situation or circumstances. We are committed to putting people at the heart of what we do and listening to their voices, so that our work is relevant and responds to their needs.

Excellence

The people and communities we work with deserve the highest, most professional quality of service or provision we can offer. We consistently work to ensure this, and make what we do better. We bring dedication, passion, innovation, inspiration and ambition to all our work.

Cooperation

All our work is built on cooperation, collaboration and respect, and always strives for a simple clear message supported by teamwork, and social responsibility.

Nurture

We create safe and supportive environments within which people can grow and develop. We facilitate and empower change for the people we work with.

Photo: Sistema Norwich Student (Alex Lyons)

Strategic Report

Strategic planning

Strategic planning takes place through the business planning process and cycle. This seeks to ensure that all our work has a robust case for support and theory of change, that it is well-planned and resourced, that it is coherent and cohesive, that it fits with local and national priorities, that it meets the needs of our communities and that everyone in the team is able to have input. It also seeks to ensure that the charity is financially sustainable, with a diverse income portfolio that seeks to maximise opportunties to fund the charity within the scope of its remit.

Although a new 3-year business plan was put in place in September 2022, developed with the support of the Foundation for Social Improvement (FSI), the pandemic and cost of living crisis have brought about a challenging financial and fundraising environment that has required re-evaluation of our plans and ambitions. During 22/23, work focused on the new model for delivering Sistema Norwich, making that robust and sustainable. That work has continued in 23/24, whilst we look to review the wider remit of the charity, develop new areas of work, and develop a new business plan.

Our approach

The focus of our strategy is to make a real difference to people's lives through arts participation and engagement. We have made four strategic choices, which underpin our approach:

1. **A focus on the impact of economic hardship, social disadvantage and lack of opportunity**
   - People who face social disadvantage experience the impact of that across their lives, from educational achievement and employability, to health issues and well-being. We want everyone to have access to arts and culture, in ways that are meaningful and relevant to their lives, especially those with the least resources. We want to design programmes that meet the needs of participants and bring about positive impact for them and their communities.

2. **An ethos of creativity and culture**
   - Artistic practice and creativity lie at the heart of all our activities. We work to promote the value of arts engagement and to create a wider, positive environment that is receptive to, and values, cultural engagement. We want to model the creative and cultural practice we espouse in how we operate as an organisation. We know that through innovation and creativity we can create lasting change.

3. **Partnership and collective action**
   - We recognise we can achieve more if we work with other people, whether other local organisations, parents of participants or professional artists. We will advocate for arts and culture in all aspects of people's lives, and develop the case to support the benefits of engagement in the arts and social impact through arts participation. We want to put collaboration and co-design at the heart of all our work.

4. **Being a high performing organisation**
   - We seek to maximise the impact of our available resources for our beneficiaries, not only financial resources but the skills and talents of our workforce and collaborators. We aim to be a dynamic, effective and responsive organisation, thinking outside the box, challenging expectations and received wisdom, and breaking new ground.

Strategic aims

We focus on five strategic aims, which drive our work:

1. **Creating opportunities** for participation and engagement in the arts, especially for those with least access: this is where change happens, at the creative coalface, through engagement in a creative practice.
2. **Overcoming barriers** to cultural engagement, including inequality of access to opportunities for financial reasons: making sure we reach those with the highest needs and the least access.
3. **Supporting people** on their creative journey and developing a culture of creativity: creating an environment in which creativity can thrive and grow, and be sustainable.
4. **Making a difference** to people's lives: increasing social mobility, building resilience/wellbeing and generating community cohesion: putting diversity and inclusion at the heart of all our work.
5. **Providing facilities** and resources (as part of a cohesive local arts infrastructure) that further our work and support access.

Our projects, programmes and activities focus on these to different degrees, but ideally will draw on all of them. In some cases, projects are developed that focus on one, specifically.

We believe the best way to achieve our objectives is through direct work with individuals and communities, aimed at giving them more opportunities to thrive, and building their skills and capabilities. This work, however, needs to be framed within a wider culture, that nurtures and supports growth, includes partnerships to support or deliver programmes, and influences policy makers in their choices over resources and policy direction.

We seek to support people in developing the building blocks of healthy, successful, creative lives, raising aspiration and fulfilling potential. We aim to give people the skills and resources to overcome the challenges they face and live better lives, including ones rich in the arts.

Theory of change

Our work is grounded in research by the Young Foundation which identifies the fundamental importance of social and emotional capabilities in the achievement of other outcomes, including educational attainment, health and employment status. That research also establishes that these capabilties are seen as important by participants, who therefore recognise the value in investing time in developing them. Although their research is focussed on young people, it holds as being applicable across the whole of people's lives.

The arts are recognised as supporting the development of social and emotional capabilities, e.g. Sue Hallam, The Power of Music, 2010. A deeper evidence base is being developed, across a range of genres, and we will be looking to contribute to this through our own evaluation.

Focus priorities

Since its formation in 2001, NORCA has delivered a wide range of programmes across different artforms, including music, dance, theatre, video & film, journalism, visual art, opera, carnival and photography, working across all ages and with over 70 projects and programmes delivered. Although music has always been a key area of work, the development of Sistema Norwich (which started in 2009) has represented a significantly increased focus both on music and on young people, with the Sistema programme making up the largest part of the charity's work over the last 15 years.

Given our specialism in music and the significant level of need to support young people, both generally and specifically in Norwich (see section on the context of our work), as part of our review of remit the Trustees have taken the decision that the focus of charity will be guided by three priorities:

Music - NORCA's core focus will be music and music-related activity.

Young people - Our work will focus on young people, 0-24 years.

Adult provision where it links to other activity - work with adults will be undertaken where it links to existing provision, e.g. work with Sistema parents, or workforce development connected to music tuition.

Photo: Sistema Norwich Student (Alex Lyons)

Strategic view of remit

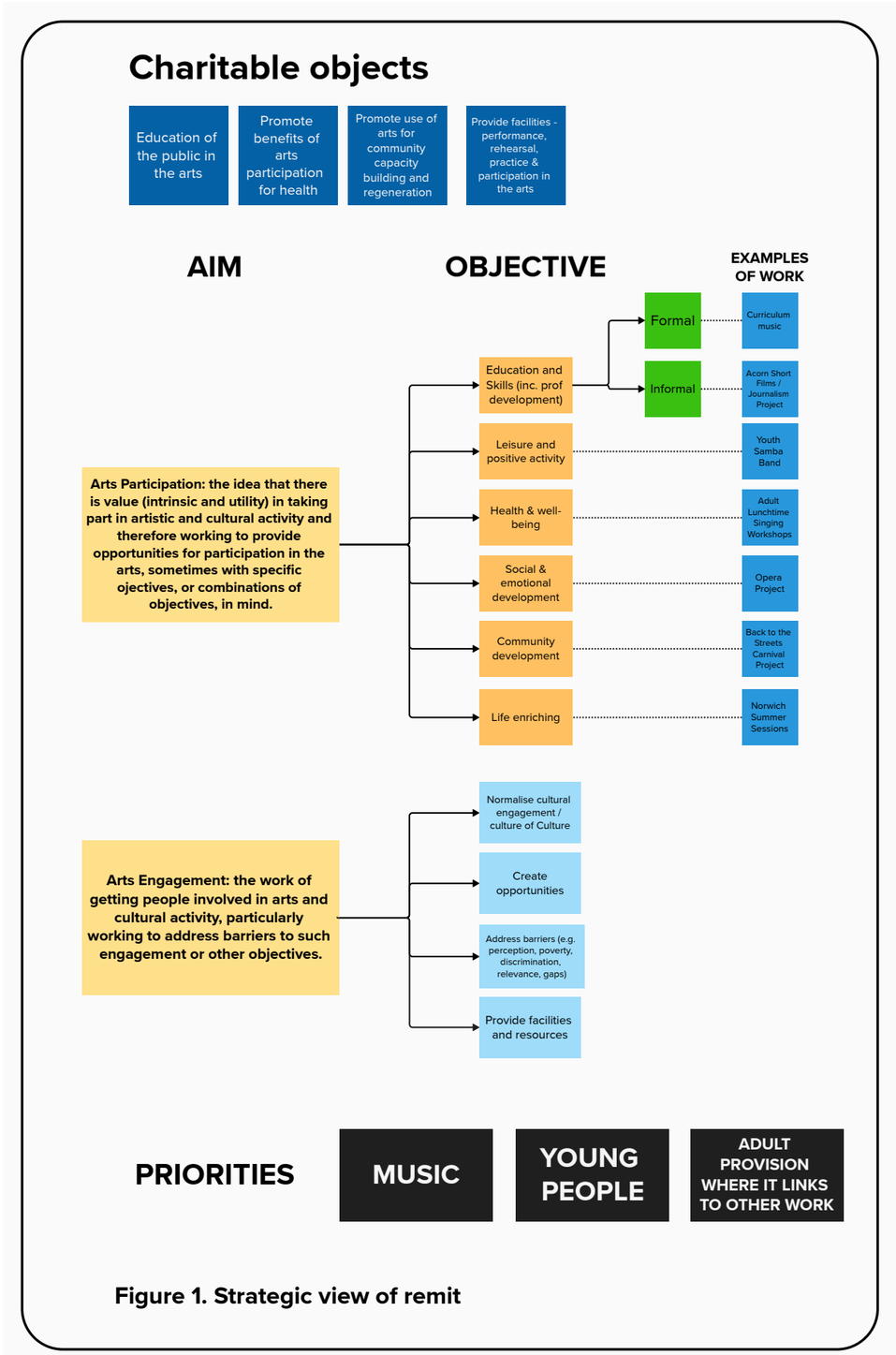


Figure 1. Strategic view of remit

The difference we make

Our strategy focuses our work on improving lives through arts participation and engagement, and developing a culture of artistic engagement and practice for all. We frame the impact of our work by viewing it through four strategic 'lenses':

Artistic development and lived experience of culture

Artistic practice, in some shape or form, is at the heart of all our work. The areas where we want to have an impact include:

- Developing artistic proficiency
- Developing experience of culture
- Developing creativity and wider artistic skills

Increasing social mobility

For us, social mobility is about people having every chance to be the best they can be. It's about the opportunity to succeed; about changing the way people think, act and engage, so they can realise talents and potential. The areas where we want to have an impact include:

- Creating opportunity where people have limited or no opportunity
- Developing skills and social and emotional capabilities
- Gearing transformation towards self-sustaining and virtuous-circles, such as increasing aspiration and developing confidence
- Increasing achievement across the whole of people's lives
- Offering positive role models and positive activity

Building resilience and wellbeing

The stresses and pressures of modern life can bring all sorts of health issues, particularly relating to mental health, and socially disadvantaged areas are often seen to have greater health inequalities. The areas where we want to have an impact include:

- Mental health and emotional wellbeing
- Developing confidence, communication, agency and resilience

Creating an environment of arts participation and cultural engagement

Bringing about change is not just about focused programmes, but creating a climate of cultural participation, and recognising the value of culture to people's lives. We want to make sure people (especially young people) have pathways to further opportunities and growth. We want to be part of a thriving community with arts and culture at its heart. The areas where we want to have an impact include:

- Increasing the public profile and audience for culture, to widen exposure and engagement
- Encouraging wider participation through volunteering
- Increasing the sense of value for arts and culture
- Encouraging people to get involved in the arts
- Celebrating diverse cultures
- Developing youth leadership
- Influencing policy

Photo: Sistema Norwich Violins (Alex Lyons)

The context for our work

Our work is informed by local, national and international contexts. Most of that work is focussed on the city of Norwich, as the community in which we are most embedded and therefore can serve best, as well as more widely across Norfolk. Key statistics and indicators have informed how we have developed and shaped our work to meet particular priorities, and continue to influence what future programmes we might develop. Where appropriate we look to expand our work beyond this geographical remit, especially working with key local partners in other locations in the application of particular provisions or models of delivery.

This leads us to identify some key issues and needs that our work could focus on addressing:

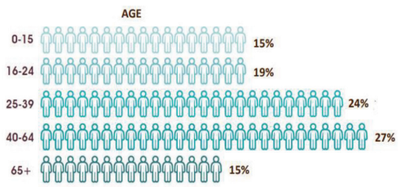
- *The level of deprivation, particularly relating to young people - how that impacts not only on access to and participation in arts and culture, but also on wider opportunity*
- *Young people's mental health*
- *Supporting educational achievement, particularly at KS1 and 2*
- *Opportunities for young people to work in the arts, and access to work more widely*
- *Improving the status of the arts*

In terms of the charity's vision, mission and aims, some of the key statistics and indicators that support, direct and influence our work are set out below.

Norwich ethnic profile

	white british	white non-british	asian	mixed	black	other
2021	77.6%	9.5%	5.5%	3.2%	2.6%	1.6%
2011	84.7%	6.1%	4.4%	2.3%	1.6%	0.8%

Norwich age profile



Deprivation and poverty

- 20% of the city's LSOAs* are in the most deprived 10% (40% in most deprived 20%) nationally, putting the city as a whole, into the most deprived 16% nationally
- Norwich is in the bottom 10% of areas in the country for social mobility
- 19% of young people in Norwich live in absolute low-income families, the highest in Norfolk (11% for East of England) and 35% have been identified as living below the poverty line
- Child and pensioner poverty are significantly worse than the national average - the children's sub-domain of IMD puts Norwich in the most deprived 2% nationally

* *LSOA's or Lower Layer Super Output Areas, divide up the UK into areas of similar population size.*

Health

- Suicide higher than the national average
- 20% of children in Year 6 are classified as obese (up 5% on 2015)
- High rate of teenage pregnancy
- Personal happiness is below the national average, 6.9 compared to a UK average of 7.45, lowest for all districts in Norfolk

Education and young people

- Educational achievement and child development are well below the national average
- 36% of LSOAs fall in the top 10% most deprived areas in England for Educational attainment
- Research carried out by Norwich City Council (Warmint Report, 1997 & 2007) identified low self-esteem, confidence and aspiration being a particular issue for young people in the city
- Only 4% of young people learning to play an instrument in Norfolk are on free school meals (whereas 22% of children in Norfolk are on free school meals)
- Youth unemployment (16-24yrs) has hit an 11-year high at 13.4% (1 in 7 young people not in employment, education or training)

Arts engagement
Norwich is perceived as being higher than the national average both regarding arts participation (time spent doing a creative activity, 41% compared to 35% nationally) and attendance (attending an event or performance, 63% compared to 53% nationally). There is however, considerable variation across the city's communities, which can mean a significant proportion of the city have less access, and Government research into taking part in the arts shows a clear link between low attendance and deprivation, with lowest attendance (59%) in the most deprived 10%, and increasing with each decile. Norwich, however, is considered a cultural 'hot spot' in terms of the Arts Council's priorities.

Young people's mental health
Even before the pandemic, a number of observers reported a significant increase in mental health issues for young people, many of them associated with increasing academic pressure and the impact of social media. Figures from NHS Digital identify that 1 in 5 children aged 8-16 had a probable mental health disorder in 2023, rising to 1 in 4 for 17-24 year olds, and that there had been a 33% increase in referrals to children's mental health services since 2019.

UNESCO City of Literature / City of Stories
Norwich was the second City of Literature in the UK and the first in England. Designated as a place of one thousand years of stories and literary firsts, of debate, foment and revolution, a place whose denizens were known for their non-conformism and 'do different' spirit. Work around the designation is led by the National Centre for Writing. It has led to the rebranding of Norwich as the 'city of stories'.

Impact of the pandemic:
Covid-19 is generally recognised to have had a significant impact on mental health and social isolation.

Curriculum music
The curriculum music offer, particularly at primary school, is generally considered to be sub-standard and an area where an organisation like ours can have a significant impact. Issues include non-specialist teachers, lack of training for teachers, unimaginative realisation of the curriculum and a lack of confidence in the subject. There is a notable lack of uptake of music as a GCSE (despite 64% of young people considering themselves musical and music being one of their favourite pastimes (see below)), significantly lower, for example, than art. A new National Plan for Music was implemented in 2023 and new Music Hub regions implemented from September 2024.

Sistema-inspired programmes
Sistema Norwich grew out of a national, UK government initiative (In Harmony) that sought to apply the principles of *El Sistema* in an English context. Within the UK there are 8 Sistema-inspired programmes, including programmes in Scotland and Wales. Sistema has an international dimension, with programmes throughout Europe and the world.

National economy
The narrative around the worsening economic picture, with a higher cost of living, rising inflation, greater use of food banks and a widening gap between rich and poor, all speaks to a greater need and opportunity for arts interventions around health and social mobility, versus pressure on funding.

Place making and Norwich 2040
The concept of placemaking has been a growing national initiative and part of Norwich's make up for over 20 years. The approach is rooted in community-based participation, and brings together diverse people, including professionals, elected officials, local groups, residents, and businesses, to improve a community's cultural, economic, social and environmental situation. Norwich 2040 provides a vision for the city, with 'a creative city' one of five key themes.

The status of the arts
How the arts are regarded varies across different sectors, policymakers and the general public. More work is needed to test this and advocate for the arts.

- There is a trend towards a reduction in the presence of arts subjects in the curriculum (e.g. the English Baccalaureate, which has no arts subjects in it)
- In 2023, the creative industries made up about 5% of the UK economy (£126bn) and employed over two million people (7% of UK jobs)
- Music is young people's favourite pastime, with 32% classing it as their favourite activity. 64% consider themselves musical and 90% listen to music every week (with 97% engaging with music in some way in any given week)
- 24% of people do not engage in the arts at all and 15% only engage once a year

Achievements and performance in 2023/24

23/24 was focused on continuing to develop and build the new Sistema Norwich model, whilst increasing the financial stability for our work and undertaking longer-term planning. Reduced staff capacity, as a result of measures implemented to support financial sustainability, meant that only existing programmes of work could be maintained and developing a forward plan for the charity only started in Sep 24, when the charity was able to increase capacity.

A focus on disadvantage and lack of opportunity

Sistema Norwich

- Delivered 34 weeks of music provision, offering young people 4hrs/week of tuition (1,700 tutor hours) across the key orchestral instruments.
- 82 children and young people took part, with 50 children joining the programme in Sep 23. Reduced, 5-week, induction process worked well, meaning children still got to try out different instruments but moved more quickly to starting on their chosen instrument.
- Put on four performances, including a big concert at The Fisher Centre, City of Norwich School, where all children on the programme performed, and a performance at the Norfolk & Norwich University Hospital (Youth and Crescendo Orchestras). Da Capo (beginner) children performed for the first time in March 24.
- Reinstated peer-to-peer performances in the Spring term, with solo and small group performances given by young people to their peers as part of a weekly session. Some of these were then included in concerts.
- Youth voice development work lead to leadership development being structured into general musicality and the 'other' session for Youth Orchestra children.
- New team structure implemented, with Lead Tutors identified for Strings, Concert Band and General Music, and given additional hours to support planning for their sections.
- Developed a new recruitment pathways model to support recruitment to the programme and ensure we draw from communities of highest need.
- Over 60 expressions of interest to join the programme in Sep 24.

Carnival and Outdoor Arts

- Continued to run our Youth Samba Band, supported by Norwich City Council, though reduced funding meant this only ran between January and July 24. 14 young people took part from across the city.

Other

- 13 young people offered the opportunity to perform as part of Norwich Summer Sessions Platform weeks.

To be a high performing organisation

- Fundraising work was carried out to enable the charity to rebuild its core staffing capacity. From September 24 this enabled 3 days/week of staff time to be restored.
- Strategic planning to review the charity's remit and create a development plan was postponed until the Autumn 2024.

An ethos of creativity and culture

Sistema Norwich

- Continued to develop Martineau Memorial Hall as the base of the programme.

Curriculum and extra curricular music

- Delivery in nine primary schools, including five whole school offers.
- 2,100 children received provision, with over 2,170 tutor hours of music delivery.
- 35 children across 2 schools took part in after-school clubs, delivering 70 tutor hours.
- Updated our model curriculum, including ensuring that instrument focussed lessons achieve curriculum objectives and give solid grounding in all aspects of musicality.

Carnival and Outdoor Arts

- Supported the development and delivery of the Norwich Lord Mayor's Procession for Norwich City Council, via the Norfolk Carnival Collective group.
- Continued to deliver our Samba band for young people (10+ yrs), Samba Bamba, with 12 sessions delivered and 14 young people taking part. The band took part in the Norwich Lord Mayor's Procession 2024.
- Delivered a new hybrid format for Norwich Summer Sessions 2024, combining three Thursday evenings in July with four Sunday afternoons in August. 36 acts performed over 7 weeks, with 29 of these musical acts (23 local) and 7 street theatre, supporting 97 artists overall. Although the total audience was slightly lower than in 2023 (9,500 people), when adjusted for the different weeks and number of stages it was equvalent to the same, with Sundays showing a 5% increase in audience numbers. The festival, again, achieved very high approval ratings, with 99% of the surveyed audience rating the event at 7+ out of 10.
- 10 up and coming artists/bands performed as part of the Summer Sessions Platform acts.

Other

- Provided music for the Norwich Wine Festival 2024.

Partnership and collective action

Sistema Norwich

- Partnership with Norfolk & Suffolk Music Hub to deliver the programme, including in-kind staff support (tutors and coordination).
- Parental engagement maintained through sit-in sessions, lesson observations and opportunities to meet tutors. A group of parents took on organising fundraising events.
- Maintained and continued to lead the UK Sistema-inspired programmes network with two meetings over the year.

Curriculum Music

- 9 school partners for curriculum provision.
- 2 school partners for after-school clubs.

Carnival and Outdoor Arts

- Partnership with Norwich City Council, Norwich BID, Rabo de Foguete and other local carnival organisations to develop carnival and outdoor arts activity in the city.
- Partnership with New Routes supported the engagement of refugees as volunteers for Norwich Summer Sessions.
- Partnerships with Access Creative College and New Noise (a partnerhip of ACC, Norfolk & Suffolk Music Hub, Play Produce Promote and Pica pica, Pica pica) to support programming for the Platform stage at Norwich Summer Sessions, supporting emerging talent.

Programme Delivery 2023/24

Sistema Norwich orchestral provision

Location	Instruments	Details
Sistema Norwich Nucleo		
Martineau Memorial Hall	Strings (Violin, Viola, Cello, Double bass), Woodwind (Clarinet, Flute, Saxophone, Bassoon), Brass (Trumpet), Percussion.	Tue to Thu- after school: 4.15 to 6.15pm Sessions: Instrumental lesson, general musicality, ensemble and choir/other. 4hrs/week
	Piano	Limited provision for up to 14 students, Wed/ Thu, 6.30 to 7.15pm (offered as additional to an orchestral instrument)

Curriculum and extra-curricular music provision

Location	Instruments	Details
Curriculum Provision		
George White Junior	Ukulele / Samba drumming	Yr 4, 60mins/week Yr 6, 45mins/week
Rackheath Primary	Ukulele	Yrs 3-6, 40mins/week
St Mary's C of E Junior Academy	Curriculum music	Yrs 3-6, 0.5 year each, 30mins/ week
Stoke Holy Cross Primary	Strings/Curriculum	Yrs 3-6, 30mins/week
Mousehold Infants	Ukulele & Samba drumming	Yr1, 30mins/week Yr2, 30mins/week
West Earlham Junior	Curriculum music Samba drumming	Whole school on rotation Yr 5
White Woman Lane Junior	Samba drumming	Yr6, 30mins/week
Trumpington Meadows Primary (Cambridge)	Curriculum music	Whole school, 1hr/week
Fawcett Primary (Cambridge)	Curriculum music	Whole school, 1hr/week
Other		
Drayton Junior and White Woman Lane Junior	Samba drumming	After school clubs - 1hr/week
Jazz Impro Club	Various	Saturdays - 2hrs/fortnight
Youth Samba Band	Samba drumming	Saturdays monthly Sep-Mar (2hrs), and weekly Mar-July (1.5hrs)

Other programme delivery

The previous table summarises our music provision during the 2023/24 academic year.

Extension activities

Whilst curriculum focussed work provides an excellent platform for introducing young people to cultural activity, including music and learning to play an instrument, long-term engagement needs a range of opportunities that extend and deepen this. These extension activities are often the focus of our programmes, so that they join up, offer progression and consistency, and ensure opportunities of access.

What we can offer by way of extension activities varies depending on the resources and opportunities available, the tutors and artists that are available, what programmes we have been able to develop and what interest there is from partners in running activities.

Key extension activities:

- ***Sistema Norwich***

  Sistema is effectively an extension opportunity. It offers young people who have had some engagement through activities such as whole class ensemble tuition (WCET) or individual music lessons, progression to a longer-term, deeper engagement in learning to play an instrument through being part of an orchestra.

  Partnership with the Norfolk & Suffolk Music Hub strengthens this, with Sistema provision being part of the progression route for young people looking to engage with orchestral music, whilst we seek to further develop and improve this connectivity.

- ***Jazz Improvisation Group***

  Saturday group set up to offer Sistema children the chance to extend their experience and learn about and play some jazz.

Key extension activities (cont):

- ***Performance***

  Performance is often part of extending activities, both taking part in performances and experiencing a range of performances. Where appropriate, projects or activities often culminate in some form of performance, or link to performance opportunities. Initiatives like Norwich Summer Sessions enable us to offer performance platforms as part of our wider provision.

  Significant performance development as part of Sistema is a key area, offering the chance to work with professional musicians and ensembles, and expand the peformance opportunities connected to the programme, as well as engagement with other organisations and audience development.

- ***Opera & other projects***

  Developing intensive projects that facilitate a deeper and more extensive engagement with culture, offer the opportunity to not only further artistic progression goals, but also support wider curriculum and social impact aims. Our opera work (based on the Royal Opera House's Write an Opera model) is a perfect example.

- ***Carnival & Samba***

  In the past a number of schools (e.g. Wensum Junior, West Earlham Junior) have engaged in longer-term carnival participation, often through project work in-school leading to taking part in the Norwich Lord Mayor's Procession.

  We have continued to run our Youth Samba band and our goal remains to further develop this into a new youth carnival group, which could include costume and dance elements.

Impact

Evaluation and Monitoring

Evaluation and monitoring is vital for all the programmes and projects we run. At times we have had the resources to commission larger pieces of evaluation work, particularly in support of measuring the impact of Sistema provision, such as engaging the University of East Anglia Department of Psychology to assess the Teen Sistema Pilot, in 2014. Putting a comprehensive, long-term evaluation framework into place, and commissioning support for this, is a priority for the Sistema programme, to be able to better demonstrate the impact that our work has on participants.

Our first step has been to make our own evaluation and monitoring more robust, by incorporating the evaluation methodoloy developed by Nucleo, the Sistema-inspired programme based in North Kensington (London), who in turn have been working with Soundsense (a national association for community music).

Norfolk Community Arts Limited has considerable experience of measuring impact, including a raft of evaluative measures to support measuring social impact. Typical approaches include:

- demographic information at registration
- questionnaires at the beginning, end and key monitoring points of projects
- verbal feedback at the end of sessions
- self-assessment approaches, such as Shooting Star
- tutor evaluation, assessment and input
- focus group discussions
- one-to-one interviews
- tracking young people over time
- portfolios of photos and video
- youth panels / forums

We look at impact through four lenses that enable us to frame the aim of improving lives - the key differences we are looking to achieve, across artistic and social, individual and community. Our evaluation feeds into our targets and priorities for 24/25 and beyond (see next section).

Artistic development and lived experience of culture
Developing proficiency – Building experience – Growing creativity

This is about ensuring our work builds artistic proficiency and experience:

- Sistema participation had an 89% attendance level and 90% retention.
- All Sistema participants felt they had improved their knowledge (82% score increase) and 82% their instrumental playing (115% score increase). 90% of parents felt their children had improved in these areas (70% score increase).
- Though practice remains the least enjoyable area for young people, 82% felt they had improved (70% score increase), and 92% felt their performing had improved (83% score increase), reflected in similar figures from parents.
- Feedback and monitoring of curriculum delivery has seen consistent levels of engagement and enjoyment amongst children and young people (84%) and a significant number keen for more opportunities, e.g. after school activities (60%).
- Norwich Summer Sessions gave a platform to 13 young musicians and supported 97 artists.
- The Youth Samba Band supported the engagement of 14 young people in an ongoing music opportunity, and performed to 20,000 people.

Increasing social mobility
Creating opportunity – Raising aspirations – Overcoming barriers

- 90% of children taking part in Sistema stated that they would not otherwise be able to learn to play a musical instrument (mostly for financial reasons).
- Two thirds of Sistema children demonstrated indicators of increased aspiration (parental survey) with increases across the board around engagement, willingness to practice, sense of direction, and enthusiasm for music.
- 22% of children taking part in Sistema are on free school meals (well above the Norfolk average of 4% participating in learning a musical instrument).
- 45% came from low-income families (household incomes of below £29kpa)
- 33% of participants come from the most deprived 20% of the city (by IDACI) and 62% in the most deprived 50% of the city.
- 15% of Sistema participants are identified as having a special educational need.
- Sistema participants are 63% female, 33% male and 4% non-binary.
- 34% of Sistema participants are from ethnic minority backgrounds and another 17% from non-British, white backgrounds, indicating that the programme is drawing in more diverse participants than the figures for the city as a whole.

Building resilience and wellbeing
Developing confidence – Beating stress – Reducing isolation

- 85% of children reported being happy or very happy taking part in Sistema.
- Internal resilience – 82% of children demonstrated increased internal resilience based on measures of confidence and self-esteem (a 6% increase from last year).
- External resilience – based on statements about sense of place in the orchestra, interaction with their peers and performing, 72% of children demonstrated increased external resilience, with a higher range of change in score (a 5% increase on last year).
- Satisfaction with how we run the programme remains high, with a 4.6 out of 5 score, with transport to the venue being the key access issue.
- Other qualitative evidence for impact included parents commenting on improved behaviour at home and at school.

Creating an environment of arts participation and cultural engagement
Growing audiences – Building communities – Embedding in education

- Sistema continued to deliver regular public concerts, with good audience sizes (75-100% of venue capacity).
- Recruitment for Sistema remained close to capacity, with high levels of interest in taking part.
- Noticeable communities have grown around our Sistema Norwich and Youth Samba provision, with extended friendship groups and parent networks.
- The audience for Norwich Summer Sessions was broadly sustained with a slight (5%) increase on attendance on a Sunday, with 50% of the audience coming into Norwich specifically for the event and 45% not having been to it before.
- NORCA continued to deliver one-off concerts and events, e.g. Folk group, Tarren, at Voodoo Daddy's Showroom.

Plans and objectives for 2024/25 and progress to date

A focus on disadvantage and lack of opportunity

Sistema Norwich

- Continue development of the Sistema Norwich nucleo as a point of access for those who would not otherwise be able to participate in learning to play a musical instrument.
- Recruit new intake from target areas.
  * 42 children took part in the induction carousel in Sep 2024, with 38 carrying on to full involvement, and 4 children joined who played already.
- Review intake process to more fully use all three current levels of the programme.
  * Some children were kept at Da Capo level, to ensure they are brought on at an appropriate pace, whilst successfully managing having beginners in the same group.
- Work to further increase engagement levels from key target communities.
  * Our evaluation shows that, though we are broadly achieving our goal, targeted work is needed to increase participation from the most deprived 10% of the city.
- Develop a new project strand to support the provision of masterclasses, engagement with professional ensembles, and a range of concerts and events across our local community.
  * Arts Council (Project Grants) bid developed and submitted (outcome pending).
- Continue development and implementation our youth voice and leadership element.
- Expand our evaluation to provide deeper information on impact.

Curriculum Music

- Continue to develop our curriculum music offer and update our model.
- Increase the number of schools we work with, and identify other opportunities.

Carnival and Outdoor Arts

- Continue to work with Norwich City Council on developing the Norwich Lord Mayor's Procession as a key local event.
- Continue to run the Youth Samba Band and expand the offer to include costume.
- Continue to develop Norwich Summer Sessions as a platform to support young musicians.

Other

- Carry out wider consultation with young people about engagement in music and use this to develop our music offer.
- Develop a range of new projects or programmes.
  * The review of NORCA's remit was completed in early 2025, with the development plan setting out a number of project and programme areas and ideas.

To be a high performing organisation

- Review how the charity's objects are met through the work we decide to do and put a plan in place to develop the charity.
  * This work was completed in April 2025, with implementation of the proposals identified and work starting to rebuild the range of activity the charity delivers.
- Recruit more trustees (target of 2).
- Develop our youth representation at the Trustee board and sub-groups with at least one young person recruited by December 2025.

An ethos of creativity and culture

Sistema Norwich

- Continue to build Sistema's performance-profile, with regular concerts, performances by tutor ensembles, collaborations with ensembles and other professional musicians, and developing links with a range of other organisations.

Curriculum music

- Create better linkage between curriculum delivery and other offers, e.g. Sistema.

Carnival and Outdoor Arts

- Maintain youth samba band and expand into a children's carnival group.
  * Funding from Norwich City Council has enabled the band to continue up to July 2025.
  * Bid submitted to enable further development, including young leadership.
- Deliver Norwich Summer Sessions 2025, continuing to explore and innovate the event as a platform for music and street theatre, and increasing our own visibility.

Other

- Explore the development of Martineau Memorial Hall as a centre for music and music learning, aimed at addressing a range of needs for young musicians in the city.
- Promotion of Martineau Memorial Hall as a venue for hire.
  * Hire use of the building has steadily increased.
- Work to promote the value of cultural engagement and role of culture in enriching lives (e.g. social media, events, etc.).

Partnership and collective action

Sistema Norwich

- Continue work on parental engagement, including the developing a Sistema Parent Forum.
- Develop young people's ownership of the programme and ensure their voices are heard in how it develops.
- Recruit more volunteers, both to support weekly delivery and concerts/events.
- Continue to build our partnership with the Norfolk & Suffolk Music Hub, both to support participation in the Norwich nucleo and to explore opportunities for expansion.
- Continue to support and develop the UK Sistema network, in discussion with programmes, including opportunities for partnership projects and interactions.

Curriculum Music

- Refresh our school partnerships and look to develop new ones.

Carnival and Outdoor Arts

- Build on our partnership with Norwich City Council, Rabo de Foguete and others s to develop carnival entries and other outdoor events in the city.
- Build on our partnership with Norwich BID to continue to develop Norwich Summer Sessions as an event, along with other city centre focused activity.

Other

- Increase our pool of volunteers, particularly to support activities like Summer Sessions.

Governance, structure and management

Legal status and objects

Norfolk Community Arts Limited is a company limited by guarantee and a charity registered in England and Wales. The organisation was established in 2001. It is governed by its Memorandum and Articles of Association, with the charity's objects reviewed and revised in 2020. These are:

- To advance the education of the public in the arts (including music, dance, visual art, computer art, creative writing and theatre);
- To promote the beneficial effects of arts participation for health;
- To promote the use of the arts for community capacity building, and urban and rural regeneration;
- To provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended, by providing and assisting in the provision of facilities for the performance, rehearsal and practice of and other participation in the arts;
- To further such other charitable purposes as the Charity may from time to time decide.

In October 2022, the name of the charity was changed from NORCA and Sistema in Norwich Limited to Norfolk Community Arts Limited.

Public benefit

The trustees have a duty to report on how our organisation's charitable objects have been carried out, for the public benefit, and to follow the guidance from the Charity Commission on the provision of Public benefit requirement under the Charities Act 2011, and the Trustees confirm that they have complied with this duty.

Under the Objects of the charity, the types of benefit that the objects promote are to:

- Advance participation in and appreciation of beneficiaries in a variety of artistic forms, including music, drama, dance, carnival and media;
- Provide access to artistic activity where there may have been some barrier to participation;
- Provide educational, personal and group development opportunities for beneficiaries through specific training programmes and by participation in artistic activities; and
- Facilitate social integration and cohesion by providing opportunities for people from different backgrounds to participate in artistic activities together, fostering a better understanding of each other's backgrounds and cultures.

We demonstrate how we have met our principal objectives in our Strategic Report, by explaining why we focus on people facing disadvantage and subsequently reporting on our direct practice, work, policy and achievements with and on behalf of these people. People experiencing disadvantage face challenges that affect their physical and mental well-being. They are likely to have less opportunity and achieve less over their lives than other people. For this reason, we prioritise our work on their needs, so we can have the maximum positive impact and bring lasting change, not just for them but for our entire society.

Understanding and measuring our impact is of vital importance. It is critical in ensuring we achieve our mission of supporting people experiencing disadvantage to thrive, flourish and have better lives.

Photo: Norwich Summer Sessions 2024 - 4D Jones (Mary Doggett)

Access and opportunity

The charity runs a mixture of closed and open activity. Whilst open programmes can be accessed by the general public, closed programmes are focused on particular groups or communities. Where we can, we emphasise the widest possible engagement, as part of our ethos of social inclusion. Most beneficiaries are usually resident within Norfolk, particularly within the bounds of the City of Norwich, but we now have programmes of work in Cambridge and are in the process of discussing provision (or supporting provision) at other locations in England.

Governance, structure and management

The Trustee Board are the legal directors of the company. Membership of the Board of Trustees is under review, but there is currently no fixed term of office, with Trustees serving until they decide to step down. The Trustee Board has the responsibility for the governance and strategic direction of the charity, ensuring that it upholds its ethos and values and delivers its key objectives.

The Trustee Board understands that good governance is fundamental to the success of the charity and recognises the need for continuous review and improvement. The trustees regularly review the Charity's governance, based on the seven principles of the Charity Governance Code, with the findings either fed into the management process or the business planning process.

Norfolk Community Arts Limited complies with its governing documents and all relevant governance-related legislation, and meets the requirements of charity regulators and best governance practice.

Operational management is delegated by the trustees to the Executive Director, who is accountable to the Trustee Board for its stewardship of the charity. The Executive Director attends Board and Committee meetings, with other member of the management team attending as needed.

Recruitment and appointment of trustees (including any constitutional provisions)

Our trustee recruitment process seeks to engage and sustain a combination of specialists and generalists, to ensure that a full range of skills are included on the board for excellent governance. It is also important for us to enrol trustees who subscribe to, and are able to reinforce, our culture, our mission, policies and procedures. Our induction process involves supplying important documentation (job description for the role, most recent business plan, governing document, organisational structure, project archive report, current projects report) followed by a meeting with the Chair, deputy or other designated person, for familiarisation sessions on Norfolk Community Arts Limited's finance and existing/pending programmes and projects. New trustees are invited to visit a selection of projects to meet staff and participants and to attend a trustees' meeting as an observer. We are also investigating training for trustees to support our commitment to excellent governance.

Trustees are appointed through a transparent and rigorous recruitment and selection process and are elected by members at a trustees meeting. The recruitment of a number of young trustees is a key objective, as part of demonstrating our ongoing commitment to ensuring young people take part in the decisions that affect them.

Trustees deploy a wide range of skills, knowledge and experience essential to good governance, and the balance of expertise is kept under review. Collectively, the Trustee Board must demonstrate responsible leadership and judgement.

Trustees, Committee Members, the Chief Executive and the senior leadership team are expected to behave with the utmost integrity and professionalism, and at all times, to demonstrate their commitment to the goals and values of the charity.

All our trustees give their time voluntarily, as regards their position as trustee, and receive no rewards or benefits from Norfolk Community Arts Limited for the role. There is, however, provision in our constitution to pay trustees (so long as the number of trustees so engaged is a minimum). This was put in place to enable us to engage artists as trustees who might also at some time do some professional work for the organisation. For 2023/24, no such payments took place.

The Trustee Board held 5 full board meetings during the period, along with a half-day planning/strategy session, to review the work of the charity and consider the future. The slightly greater number of board meetings than normal (quarterly) was reflective of the need for greater Trustee scrutiny, oversight and decision-making during a financially challenging period for the charity. Trustees who served during the year are listed on p48.

Young trustees

Our young trustees will be drawn from our services and participate at Board meetings, trustee strategic days, as well as being involved in the recruitment of trustees and members of the senior leadership team. Young trustees will not have legal responsibilities or voting rights, but trustees will pay close attention to their input and advice. Their contributions will help shape the future direction of the organisation and its strategy.

Safety and Safeguarding

Norfolk Community Arts Limited is fully committed to ensuring the safety of all participants and staff, with comprehensive risk assessments for all activities, and all the appropriate policies and procedures. We take Safeguarding very seriously, with all staff and volunteers undertaking a DBS check, alongside annual training from Norfolk Safeguarding Children's Partnership, annual review of our Safeguarding policy and membership of our local Safeguarding partnership.

Delegation and sub-groups

The Board maintains a written schedule of matters reserved for the Trustee Board and sub-groups, which clearly defines specific areas for delegation. The small number of Trustees and need for addtional meetings, meant that sub-groups did not operate during the year, however sub-groups that can operate include the Finance and Fundraising sub-groups, the Sistema Norwich Steering Group (to support Sistema development and delivery) and the Martineau Memorial Hall Working Group (to support the operation of the building and developing its use).

Photo: Volunteer, Norwich Summer Sessions 2024 (Mary Doggett)

NORCA ORGANISATIONAL STRUCTURE

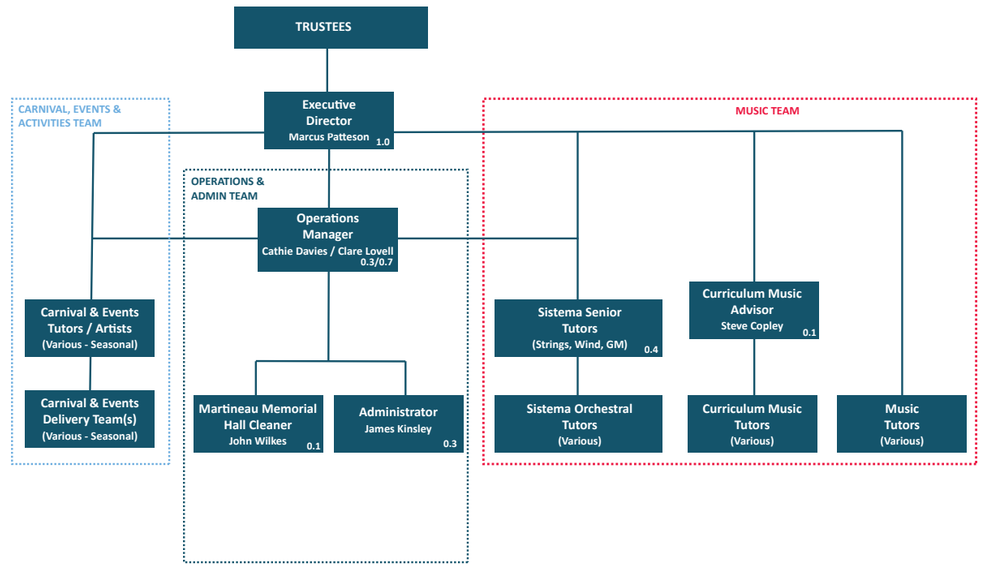


Figure 2: Organisational Structure

Employees

Norfolk Community Arts Limited believes that we can only achieve our strategic objectives by attracting and retaining skilled and experienced people across a range of functions. To this end, we are committed to ensuring that access to employment opportunities, training, reward and progression provides equality of opportunity for all employees.

Our staff development plan builds on previous work and focuses on workforce planning and development, and developing an action plan to support employee wellbeing. Measures we are looking to implement include:

- a training programme for all staff
- induction for new tutors
- supporting learning opportunities outside our own provision and which employees have identified
- offering coaching and mentoring to staff in relation to their professional duties
- other wellbeing oriented offers and opportunities, e.g. weekly yoga class, etc.

In October 2021, the role of Operations Manager became a temporary job share, to enable the post holder (Cathie Davies) to work remotely.

Equality, Diversity and Inclusion (EDI) is a central component of our strategic intent, and the new plan will seek to enhance EDI throughout the organisation, taking a holistic view that considers all stakeholders both internally and externally, assessing how we can best enhance policy, practice and procedure in the context of EDI, as well as a focus on the engagement and well-being of staff and volunteers. Key focus areas in the field of Equality, Diversity and Inclusion will be identified with a two-year action plan with specific objectives around what we want to achieve.

Volunteers

The support of volunteers is invaluable to our work. We ended the year with 48 active volunteers.

We continue to expand and diversify our volunteer programme, to ensure that volunteering at the charity is accessible and attractive to all. In the year ahead, we will be investing in the volunteer journey across our organisation, to ensure that our respected and valued volunteers have the very best experience with us.

Fundraising and supporter engagement

Fundraising and supporter engagement is becoming more and more important as part of our work, particularly for Sistema Norwich in its new format as a stand-alone, community-based programme. We continue to look to develop long-term relationships with our supporters and partners, ensuring we value and maximise the contribution of every individual, group or organisation.

The majority of our voluntary income last year was raised through Trusts and Foundations, individual support through regular or single gifts, legacies, support from companies, donations from organisations, and individual fundraising initiatives. We are hugely thankful for every gift and contribution.

We proactively comply with the Fundraising Regulator's voluntary regulation scheme, aligning all of our fundraising policies and practices with the Fundraising Codes of Conduct, along with complying with all related legislation and marketing regulations.

The majority of our fundraising activity has been led by staff at Norfolk Community Arts Limited. Most fundraising work is carried out by the Executive Director, though we have, at times, engaged freelance fundraiser support for the development of a number of bids. As part of our business plan development we will continue to review and refine our fundraising strategy, including the resources needed to most effectively delivery any resulting strategy. We expect an increased reliance on supporter engagement ('Friends', business supporters and fundraising events), and Trust and Foundation income.

We proactively monitor any fundraising undertaken on our behalf to comply with the Fundraising Regulator's voluntary regulation scheme. In the past year, we have not uncovered any failure by staff, volunteers, professional fundraisers or commercial participators to comply with these schemes and standards. We received no complaints relating to fundraising activities.

General Data Protection Regulation (GDPR)

Norfolk Community Arts Limited has put in place policies and procedures to ensure we comply with the General Data Protection Regulations 2018 (GDPR), following a review of how we handle information relating to our beneficiaries, supporters and staff, to ensure we are always honest and open about how we handle personal data and are taking appropriate measures to keep it safe and secure.

Remuneration

The senior management of the charity is the Executive Director, and the remuneration for this post is set by the trustees and reviewed on an annual basis.

We are a Living Wage employer and our pay system is underpinned by the Living Wage Foundation recommendations. We are committed to continuing to implement increases in the Living Wage, as directed by the Foundation.

Related parties and other key partnerships and organisations

In pursuit of our charitable objectives we work and collaborate with a range of other organisations and related parties. These are detailed below:

Related parties

Rabo de Foguete: Rabo de Foguete is a carnival and outdoor arts organisation run by Marcus Patteson. It is the vehicle through which Marcus delivers his own professional artistic practice and music specialisms, engaging a wider group of local musicians, makers, performers and carnival artists. This currently includes running the Marina Theatre Samba Band in Lowestoft. The development of Rabo has been supported by Norfolk Community Arts Limited as part of our carnival and outdoor arts remit, and the organisation is a key partner in delivering that activity.

Key partner organisations

Norfolk & Suffolk Music Hub: Norfolk Community Arts Limited has been a partner in the Music Hub since it was established in 2012. The Hub has been a vital source of income for Sistema Norwich, as well as linking the programme to the wider world of music education in Norfolk, progression pathways and other opportunities. That partnership has further developed, with the hub taking on oversight of the Sistema Norwich programme from 1 April 2023, becoming a core supporter, and linking the programme into their wider ensemble offer. NORCA has been a schools delivery partner for the Music Hub since 2012, however in 2020/21 they passed over the work we were delivering for them to us to manage directly. Since Jan 2023, we have once again been contracted to provide tutors for school delivery. The Hub also supports us by promoting our activities and concerts through their website and newsletters.

Norwich City Council: The City Council has been a key partner for the whole time that the charity has been in existence, including support for Waterloo Park Pavilion (2002-2006), our leadership of the community section of the City of Culture Bid (2011), Play Rangers (2009-2011) and the Sure Futures Consortium (2006-2008). Carnival has been a key area of partnership work, particularly focussed on the Norwich Lord Mayor's Procession, including delivering the Procession for them in 2023. Norfolk Community Arts Limited has been a core/regularly-funded organisation for a number of years, a key partner in recent Arts Council England funded projects, and continues to play a role in the cultural visioning for the city.

Norwich Business Improvement District (BID): Another important local partner, we work with Norwich BID to deliver a range of activity to promote the city centre, including a summer festival of music and street performance that runs through July and August. 2024 was our eleventh year running the festival, which has become an important feature of the city's annual calendar, and the second year under its rebrand as Norwich Summer Sessions (formerly Head Out Not Home). As well as being a platform for local bands, an opportunity to bring in national acts and a platform to support our work around diversity, we have also developed an element, through other local partnerships, to support up-and-coming acts. Other initiatives we have worked with Norwich BID on include programming live music for Norwich Wine Week, and creating and running Christmas Trails.

UK Sistema-inspired Programmes Network: Norfolk Community Arts Limited facilitates and organises this network of programmes that deliver Sistema-inspired programmes, with the aim of supporting the sharing of best practice and fostering partnership between the programmes. The network currently includes key programmes in England, Wales, Scotland and Ireland. As capacity allows we also look to engage in the European and world-wide networks (e.g. Sistema Europe).

Partnership and partner working is important to our ethos, and we have established and maintain good relationships with local arts and community arts organisations to achieve our goals and ambitions as a charity. These include

Access Creative College, the Garage, Norwich Arts Centre, Creative Arts East, Musical Keys, Lost in Translation Circus, Young Norfolk Arts Trust, the National Centre for Writing, Norfolk and Norwich Festival and Norwich School. We have long-standing links with most schools in Norwich (particulalry primary schools), working closely with a number through Sistema and curriculum music delivery (e.g. George White Junior School, Mousehold Infant School and West Earlham Junior School).

Environmental statement

Norfolk Community Arts Limited works at a community and local level, seeking to minimise our impact on the environment through our environmental policy. Where our activities are most likely to cause a detrimental effect is mainly through transportation of people and goods and the operation of an office. We undertake to minimise our environmental load as much as possible. We elect to work largely within the City of Norwich and Greater Norwich, with locally based practitioners, minimising the environmental impact of transportation, through shorter journeys, lift shares and encouraging cycling. As our company vans reach the end of their lives we will take full account of environmental considerations in replacing them.

Principal risks and uncertainties

The Trustees have responsibility for ensuring that the charity maintains comprehensive risk management systems and that appropriate actions are being taken to manage and mitigate risks.

We have a formal risk management strategy that provides a robust framework through a risk register model, and subsequently managing risk across the charity. Norfolk Communty Arts Limited has an established system of internal controls that governs all of its operations. These controls have been designed to provide a reasonable level of assurance against the risk of error, fraud and inappropriate or ineffective use of resources. The Governance Risk Register is regularly reviewed by the Trustee Board to ensure transparency and challenge are inherent in the system.

The principal risks that have been identified in the Risk Register through their likelihood and impact on the charity are shown in table 1.

Photo: Norwich Summer Sessions 2024 - St Gregory's Green (Mary Doggett)

Risk	Examples of mitigating actions
• A child protection failure results in a child or young person being harmed	• Mandatory safeguarding training provided to all staff and volunteers and regular refresher courses for all direct practice staff • Safer recruitment processes in place, including review and sign-off of mandatory DBS checks • Protocols for recording in place • Specialist safeguarding resources, processes and structures in place • Annual Review of safeguarding practice • Internal audit of practice, ensuring compliance with regulatory frameworks and ensuring safeguarding policy and processes are implemented and communicated effectively
• Unable to grow unrestricted income to meet our objectives	• Develop a new supporter engagement approach and strategy • Ensure compliance with GDPR regulations • Regular reviews of the external environment at both operational and governance levels • Strategic Business Plan and operational plans prioritise support for income generation
• Challenging funding environment results in receiving less funding than needed for our objectives, including cut backs in existing funding	• Build our fundraising capability and capacity • Develop collaborative partnerships • Be innovative, in services to beneficiaries, approaches and in the supporter and funding arenas • Develop evaluation to clearly define impact and support bids for funding • Develop models and approaches to be able to scale delivery
• We are unable to translate strategic intent into operational reality or achieve the impact we want	• Ensure operational plans reflect strategic intent • Close monitoring of progress against operational plans and budget • Develop and implement a clear plan for staff development, including a formal appraisal system • Ensure staff development plans support delivery and instils culture of continuous improvement
• Not having the right personnel to function effectively, whether Trustees, core or delivery	• Ensure there is a robust and ongoing recruitment process for new trustees, with scoping to skills needed • Ensure there is a succession plan for key, senior roles • Develop and implement the 'Our People' plan to ensure training and support needs of staff are fully considered • Develop recruitment plan and protocol for new tutors, to improve availability and fit to our work

TABLE 1: KEY RISKS AND MITIGATING ACTIONS

Financial review

Summary

Total income received for the year was £314,163 (2023: £285,717), which included £219,738 of restricted income (2023: £111,128) and £94,425 of unrestricted income (2023: £174,589). Expenditure totalled £322,746 (2023: £417,039), of which £216,818 was restricted (2023: £106,128) and £105,928 was unrestricted (2023: £310,911). This resulted in a deficit to funds totalling £8,583 (2023: £131,322). The carried forwards funds total £38,726 (2023: £47,309), of which £7,920 is restricted (2023: £5,000) and £30,806 is unrestricted (2023: £42,309).

Reserves Policy

The trustees will confirm and review on an annual basis the policy in respect of the reserves held by Norfolk Community Arts Limited, and to ensure that these are normally maintained at a minimum level equivalent to the essential activities of the organisation for a minimum three months, should all other income fail to materialise.

The charity's reserves target is £100,000. As at 31 August 2024, free reserves, being unrestricted funds less fixed assets, totalled a deficit of £33,328 (2023: deficit of £59,660).

Trustees have authorised a lower level of reserves in the unprecedented circumstances facing the organisation, in order to safeguard the future of the charity and delivery of its services to its beneficiaries.

Extraordinary use of the reserves

In normal circumstances the reserve funds will not be used for the charity's day-to-day expenditure. The trustees may, by exception, allocate reserve funding to:

- Special projects requiring material financial commitments greater than normal revenue income may support; and
- Any other purpose which is appropriate for the maintenance of and/or growth of the organisation and for which a business case is presented to trustees.

Provided in each case that:

- The allocation of reserves shall be subject to resolution by the Board of Trustees in a meeting of the Board, which shall include electronic meetings and votes; and
- The relevant investment from reserves shall be recovered over succeeding financial periods (and any decision by the Board to so allocate shall be subject to a plan for the recovery of the reserves being made at the same time).

Investment Policy

Norfolk Community Arts Limited's funding is typically on a short-term basis of 3 years or less, with the majority of funding being annual awards or funds from the provision of services. The organisation has no permanent endowment and provides for capital expenditure within annual budgets. The financial pressures created by the pandemic, along with investment in the charity's capacity, have reduced the funds available from the Janson Legacy meaning it is unlikely we will be in the position to invest funds. The policy is to retain funds as cash and place them in bank deposits at the best rate obtainable, taking into account the security of the deposit takers.

Small Companies Exemption

In preparing this report, the trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

.....

Mark Hazell

Chair of Trustees

Date: 29 May 2025

Independent Examiner's Report
to the Trustees of Norfolk Community Arts Limited

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 August 2024 which are set out on pages 31 to 43.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

I draw attention to Note 1b in the financial statements, which indicates the charity is continuing to face financial challenges and has had to commit a large proportion of the reserves to continue the core operations. They have encountered difficulties in raising funds and re-establising the financial stability of the charity. The charity has secured funding in the short term to enable it continue in operation, however uncertainty exists over securing future funding. As stated in Note 1b, these events or conditions, along with other matters as set forth in Note 1b, indicate that a material uncertainty exists that may cast significant doubt on the charity's ability to continue as a going concern.

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

Aaron Widdows ACA FCCA

Price Bailey LLP Chartered Accountants
Anglia House, 6 Central Avenue
St Andrews Business Park
Norwich
NR7 0HR

Date: 30 May 2025

Financial statements

STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDIUTRE FOR THE YEAR ENDED 31 AUGUST 2024

	Note	Unrestricted Funds £	Restricted Funds £	2024 Total Funds £	2023 Total Funds £
Income:					
Donations and legacies	2	1,223	9,763	10,986	12,196
Income from charitable activities	3	84,194	209,975	294,169	269,456
Trading income	4	8,775	-	8,775	3,561
Investment income	5	233	-	233	504
Total income		**94,425**	**219,738**	**314,163**	**285,717**
Expenditure on charitable activities	7	105,928	216,818	322,746	417,039
Total expenditure		**105,928**	**216,818**	**322,746**	**417,039**
Net expenditure for the year, being net movement in funds		**(11,503)**	**2,920**	**(8,583)**	**(131,322)**
Reconciliation of funds:					
Total funds brought forward		42,309	5,000	47,309	178,631
Total funds carried forward	14, 15	**30,806**	**7,920**	**38,726**	**47,309**

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 33 to 43 form part of these financial statements

COMPANY NUMBER: 04278192

BALANCE SHEET AS AT 31 AUGUST 2024

	Note		31 Aug 2024 £		31 Aug 2023 £
Fixed Assets					
Tangible assets	10		64,134		76,969
			64,134		76,969
Current assets					
Debtors	11	8,343		7,072	
Cash at bank and in hand		-		230	
		8,343		7,302	
Liabilities					
Creditors: amounts falling due within one year	12	(33,751)		(36,962)	
Net current assets			(25,408)		(29,660)
Total net assets			38,726		47,309
The funds of the charity:					
Restricted funds	14		7,920		5,000
Unrestricted funds	14		30,806		42,309
Total funds			38,726		47,309

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

The company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies and the directors acknowledge their responsibility for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small company's regime.

Approved by the trustees on **07 May 2025** and signed and authorised for issue on their behalf by:

Mark Hazell
Trustee (Chair)

The notes on pages 33 to 43 form part of these financial statements

Notes forming part of the Financial Statements for the year ended 31 August 2024

1 Accounting policies

The Charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office is Martineau Memorial Hall, 21 Colegate, Norwich, NR3 1BN. The registered company number is 04278192 and the registered charity number is 1089916.

In October 2022, the name of the charity was changed from NORCA and Sistema in Norwich Limited to Norfolk Community Arts Limited.

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - Charities SORP (FRS 102).

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

The financial statements are prepared in pounds sterling and are rounded to the nearest £.

b) Going concern

The Trustees have considered the going concern basis of preparation of the financial statements noting the ongoing challenge of raising funding, liquidity and cash flow, and the need to continue the progress in re-establishing the financial stability of the charity.

The fundraising climate remains challenging, and with a lot of NORCA's work (including Sistema Norwich's delivery model) reliant on funding, that remains an overriding issue for the charity's current position as regards developing financial stability. Funders continue to see a high level of demand for their funds, and as a result, many are revising their priorities and changing the way they distribute funds. That means that, as well as doing more work around raising funds, there is an imperative to diversify income streams, and though this has also been impacted by recent challenges, including reduced school budgets, the reliance on short-term funding makes it very difficult to develop any long-term resilience, even if the trend is one of an improving position.

Significant progress has been made to rebuild Sistema Norwich's funding portfolio, including grants from the Garfield Weston Foundation, Anguish's Educational Foundation, Norwich Freemen's Charity, Foyle Foundation and others. The steps taken to stabilise the charity's finances (investing reserves, reducing the scale of the Sistema Norwich programme, reducing staffing levels and making other cost savings) have been successful in providing a platform for regrowing its work and income. Our partnership with the Norfolk &n Suffolk Music Hub to deliver Sistema Norwich and wider music education work, continues to be important, with an ongoing commitment to support Sistema Norwich both through commissioned funds and 'in kind' staff time, even as we are able to increase our income and reduce the Music Hub contribution. The annual nature of funding cycles, with no long-term commitment, and the financial climate means that the position will continue to be challenging for the foreseeable future and will be closely monitored by Trustees.

A lot of the focus of the last year has been continuing to develop and grow the Sistema Norwich programme. We have maintained our other work, including Norwich Summer Sessions and carnival, and started to increase the use of Martineau Memorial Hall as a venue for arts activity and an office for like-minded organisations. In the light of the current position, the Trustees have put considerable attention on developing strategy and income, to create an action plan and budget that will enable the continued stability and growth of the charity's financial position. 24/25 has seen the charity able to slightly increase the capacity of our core team and our ambition is to continue this growth (having downscaled it in 23/24 to reduce costs). Trustees will also work to rebuild NORCA's reserves and restore them to the target level of 3 months of running costs.

Notes forming part of the Financial Statements for the year ended 31 August 2024 (continued)

1 Accounting policies (continued)

b) Going concern (continued)

BUDGET FOR 25/26 - This budget means that we continue to look to draw in funds that have not yet been secured, both through fundraising, other income development and the sale of assets that we no longer need. As part of this the Trustees have been working to renew the remit and scope of the charity and by September 2025 will put in place a new 3-year business plan. Though the year ahead has considerable challenges, the projected budget for 2025/26 shows that with successful and achievable income development the charity will have enough resources for the next 12 months, while we work to rebuild and reassess the longer-term future of the charity.

At the date of these accounts being approved, June 2025, the charity has sufficient cash to meet liabilities as they fall due, however in the short to medium term, being a period of not less than 12 months from the date of approval of these financial statements, the charity will seek to manage its costs and realise its assets, until such time that consistent external funding is secured.

As with the charity placing reliance on external funding, there can be no certainty that this funding will be secured hence creating a material uncertainty related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. At the date of approving these financial statements however, the Trustees are comfortable that the charity will receive the required funding. On this basis the Trustees believe that the accounts should be prepared on a going concern basis.

c) Fund accounting

Funds held by the charity are:

- Unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Designated funds which are unrestricted funds earmarked by the trustees for particular purposes.
- Restricted funds which are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

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

d) Income

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

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from government and other grants are 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.

Income received in advance for a future fundraising event or for a grant received relating to the following period are deferred until the criteria for income recognition are met.

Notes forming part of the Financial Statements for the year ended 31 August 2024 (continued)

1 Accounting policies (continued)

d) Income (continued)

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place. Trading income is recognised on point of sale for both donated and purchased goods.

Rental income is recognised in the period to which the rental property is provided to the tenants.

For legacies, entitlement is taken on a case by case basis at the later of the date when the Charity is aware that probate has been granted, and either:
• the estate has been finalised and estate accounts have been received by the charity; or
• when a distribution is received from the estate.
Receipt of a legacy is only considered probable when the amount can be measured reliably.

e) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

Expenditure on charitable activities comprises of the costs incurred by the charity in the delivery of its activities and services for its beneficiaries, activities undertaken to further the purpose of the charity and their associated support costs.

Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

f) Tangible fixed assets

Assets which are intended to be of ongoing use to the Charity in carrying out its activities are capitalised as fixed assets. All purchased fixed assets are initially recorded at cost.

Assets donated for use by the charity are recognised as income when receivable and capitalised at their open market value.

g) Depreciation

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Fixtures and fittings	-25% Straight line
Fixtures and fittings - Mpods	-10% Straight line
Media equipment	-25% Straight line
Vehicles	-33% Straight line
Musical instruments	-33% Straight line
Leasehold improvements	- On a straight line basis over the period of the lease, up to the break clause, i.e. 5 years

Notes forming part of the Financial Statements for the year ended 31 August 2024 (continued)

1 Accounting policies (continued)

h) Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered.

Prepayments are valued at the amount prepaid net of any discounts due. Accruing income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

i) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

j) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any discounts due.

k) Pensions

The Charity provides a defined contribution pension scheme, whereby the charity and its staff each fund the scheme, managed by a third party provider, the assets of which are held by the provider separately from the assets of the charity. The pension charge in the financial statements represents the amounts payable by the charity to the fund in respect of the period.

l) Operating leases

Operating leases are recognised over the period of which the lease falls due.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

m) Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

n) Volunteers

The value of services provided by volunteers has not been included in these financial statements. Further details of their contribution is provided in the Trustees report.

o) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Fixed assets are recorded at depreciated historical cost.

p) Critical accounting estimates

The are no judgements or critical accounting esitmates which have been used in the preparation of these financial statements

Notes forming part of the Financial Statements for the year ended 31 August 2024 (continued)

2 Income from donations, grants and legacies

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £
Donations	1,223	9,763	10,986	3,068	9,128	12,196

3 Income from charitable activities

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £
Alderman Norman Foundation	-	10,000	10,000	-	-	-
Chivers Trust	-	2,000	2,000	-	-	-
Drayton Junior	1,696	-	1,696	1,785	-	1,785
Garfield Weston Foundation	-	35,000	35,000	-	35,000	35,000
George White Junior School	6,409	-	6,409	2,916	-	2,916
Geoffrey Watling Charity	-	-	-	-	15,000	15,000
Jane Austen College	-	-	-	986	-	986
King Cullimore Charitable Trust (SL)	-	-	-	-	5,000	5,000
Mills & Reeve Charitable Trust	-	1,000	1,000	-	-	-
Mousehold Infant and Nursery School	4,518	-	4,518	4,092	-	4,092
Norfolk Community Foundation	-	-	-	-	5,000	5,000
Norfolk Music Hub	18,193	75,400	93,593	30,723	30,000	60,723
Norwich Bid	3,000	35,075	38,075	39,339	-	39,339
Norwich City Council	-	6,250	6,250	27,300	3,000	30,300
Norwich French Church Trust	-	1,500	1,500	-	2,000	2,000
Nugee Foundation	-	1,500	1,500	-	-	-
Paul Bassham Trust	-	-	-	-	2,000	2,000
Pizza Club Promotions Box Office	450	-	450	-	-	-
Queens Hills Primary	-	-	-	6,750	-	6,750
Sheila Ann Day Fund	-	5,000	5,000	-	-	-
Souter Charitable Trust	-	2,000	2,000	-	-	-
Squire Patton Boggs	-	250	250	-	-	-
The Trumpington Federation	31,560	-	31,560	29,583	-	29,583
Anguish's Educational Foundation	-	30,000	30,000	-	-	-
Three Monkies Trust	-	-	-	-	5,000	5,000
Thurton Primary School	-	-	-	7,094	-	7,094
West Earlham Junior School	14,211	-	14,211	13,528	-	13,528
White Woman Lane School	3,392	-	3,392	3,060	-	3,060
29 May 1961 Charitable Trust	-	5,000	5,000	-	-	-
Other	765	-	765	300	-	300
	84,194	**209,975**	**294,169**	**167,456**	**102,000**	**269,456**

Notes forming part of the Financial Statements for the year ended 31 August 2024 (continued)

4 Trading income

	Unrestricted 2024	Unrestricted 2023
	£	£
Rental Income	8,575	2,550
Hire of equipment	200	15
Event income	-	996
	8,775	3,561

Rental income, hire of equipment and event income is unrestricted.

5 Investment income

	Unrestricted 2024	Unrestricted 2023
	£	£
Bank Interest Received	233	504

6 Analysis of Expenditure

2024	Charitable Activities	Governance Costs	Total Costs
	£	£	£
Employments	182,658	-	182,658
Service delivery and event costs	46,207	-	46,207
Promotion	795	-	795
Building, venue hire and storage	51,350	-	51,350
Van and travel	5,961	-	5,961
Accounting and bookkeeping	-	9,380	9,380
Depreciation	13,330	-	13,330
Equipment and materials	4,648	-	4,648
Legal and professional	1,484	-	1,484
Office and other costs	17,515	-	17,515
Profit on disposal of fixed assets	(10,582)	-	(10,582)
Total	313,366	9,380	322,746

During the year, total expenditure was £322,454 of which unrestricted expenditure amounted to £105,928 and restricted expenditure amounted to £216,817. Costs are allocated directly to the relevant fund.

Notes forming part of the Financial Statements for the year ended 31 August 2024 (continued)

7 Analysis of Expenditure (continued)

2023	Charitable Activities	Governance Costs	Total Costs
	£	£	£
Employments	250,536	-	250,536
Service delivery and event costs	53,660	-	53,660
Promotion	991	-	991
Building, venue hire and storage	45,086	-	45,086
Van and travel	6,688	-	6,688
Accounting and bookkeeping	-	11,224	11,224
Depreciation	16,179	-	16,179
Equipment and materials	4,494	-	4,494
Legal and professional	6,157	-	6,157
Office and other costs	23,724	-	23,724
Profit on disposal of fixed assets	(1,700)	-	(1,700)
Total	405,815	11,224	417,039

During the prior year, total expenditure was £417,039 of which unrestricted expenditure amounted to £310,911 and restricted expenditure amounted to £106,128. Costs are allocated directly to the relevant fund.

8 Net (Expenditure) / Income for the year is after charging:

	2024	2023
	£	£
Depreciation of tangible fixed assets	13,330	16,179
Accountancy and bookkeeping	4,830	4,951
(Profit)/ loss on disposal of fixed assets	(10,582)	1,700
Amounts payable to independent examiner in relation to:		
Independent examination	4,550	4,380
Assurance services other than independent examination	-	1,893
Operating lease rentals	42,694	22,361

9 Analysis of staff costs and key management personnel

	2024	2023
	£	£
Wages and salaries	176,074	237,112
Social security costs	4,062	9,664
Pension costs	2,523	3,760
	182,659	250,536

The charity trustees were not paid any other benefits from employment with the charity in the period (2023: £Nil) neither were they reimbursed expenses during the period (2023: £Nil).

The average monthly head count was 16 (2023: 20).

No employees received employee benefits excluding pension contributions over £60,000 (2023: none).

NORCA considers that the key management personnel comprises the trustees and senior management team, being the executive director and the operations managers.

Employee benefits of key management personnel of NORCA were £56,932 (2023: £79,909).

Notes forming part of the Financial Statements for the year ended 31 August 2024 (continued)

10 Tangible fixed assets

	Vehicles	Office Equipment & fittings	Media equipment & Musical Instruments	Leasehold Improve-ments	Total
Cost	**£**	**£**	**£**	**£**	**£**
At start of period	29,300	178,446	301,998	204,896	714,640
Additions	-	-	495	-	495
Disposals	-	-	(22,690)	-	(22,690)
At end of period	**29,300**	**178,446**	**279,803**	**204,896**	**692,445**
Depreciation					
At start of period	29,300	105,317	298,158	204,896	637,671
Charge for the period	-	10,889	2,441	-	13,330
Depreciation on disposals	-	-	(22,690)	-	(22,690)
At end of period	**29,300**	**116,206**	**277,909**	**204,896**	**628,311**
Net book value at the end of the period	**-**	**62,240**	**1,894**	**-**	**64,134**
Net book value at the start of the period	-	73,129	3,840	-	76,969

Fixed assets held in restricted Community Construction Fund and included above have a cost of £96,171, accumulated depreciation of £96,171 and net book value of £Nil (2023: £Nil).

11 Debtors

	2024	2023
	£	**£**
Trade debtors	5,718	5,912
Prepayments and accrued income	2,625	1,160
	8,343	7,072

12 Creditors: amounts falling due within one year

	2024	2023
	£	**£**
Trade creditors	6,490	5,460
Bank overdraft	13,591	19,564
Tax and social security	-	1,629
Accruals and deferred income	13,670	10,309
	33,751	36,962

13 Deferred income

	2024	2023
	£	**£**
At 1 September 2022	-	39,000
Amount deferred in year	-	-
Amounts released	-	(39,000)
At 31 August 2023	-	-

Deferred income in the prior year related to the Youth Samba Band and Sistema funding paid in advance.

Notes forming part of the Financial Statements for the year ended 31 August 2024 (continued)

14 Funds summary

2024	**Balance at the start of the period**	**Income**	**Expenditure**	**Transfers between funds**	**Balance at end of the period**
Restricted funds					
Sistema in Norwich	5,000	179,413	(178,413)	-	6,000
Carnival Group	-	5,250	(4,250)	-	1,000
Norwich Summer Sessions	-	35,075	(34,155)	-	920
Total restricted	5,000	219,738	(216,818)	-	7,920
Designated funds	25,000	-	(25,000)	-	-
Unrestricted funds	17,309	94,425	(80,928)	-	30,806
Total unrestricted	42,309	94,425	(105,928)	-	30,806
Total funds	47,309	314,163	(322,746)	-	38,726

2023	**Balance at the start of the year**	**Income**	**Expenditure**	**Transfers between funds**	**Balance at end of the year**
Restricted funds					
Sistema in Norwich	-	111,128	(106,128)	-	5,000
Total restricted	-	111,128	(106,128)	-	5,000
Designated funds	100,000	-	(75,000)	-	25,000
Unrestricted funds	78,631	174,589	(235,911)	-	17,309
Total unrestricted	178,631	174,589	(310,911)	-	42,309
Total funds	178,631	285,717	(417,039)	-	47,309

Sistema In Norwich - A programme seeking to transform the lives of young people from areas of deprivation through engagement in music. Rebranded as **Sistema Norwich** from April 2023.

Carnival Group - Carnival work that includes a youth samba band, development of and work towards the Norwich Lord Mayor's Procession, participation in Norfolk Carnival Collective and other related activity.

Norwich Summer Sessions - A free festival of music and street theatre that takes place at sites (stages) across Norwich City Centre over July and August, commissioned by Norwich BID.

The **general reserve** represents funds of the charity which are provided on an unrestricted basis. It includes donations, fund raising and surpluses and deficits arising from projects funded from various external sources. Also included in unrestricted funds is a designated fund which the trustees have set aside for the Sistema project going forwards.

Notes forming part of the Financial Statements for the year ended 31 August 2024 (continued)

15 Net assets by funds

2024	Unrestricted funds	Restricted funds	Total funds 2023
Tangible fixed assets	64,134	-	64,134
Debtors	6,816	-	8,343
Cash	-	-	-
Creditors falling due in less than one year	(41,671)	7,920	(33,751)
	29,279	7,920	38,726

2023	Unrestricted funds	Restricted funds	Total funds 2022
Tangible fixed assets	76,969	-	76,969
Debtors	7,072	-	7,072
Cash	-	230	230
Creditors falling due in less than one year	(41,732)	4,770	(36,962)
	42,309	5,000	47,309

16 Pension commitments

The Charity operates one defined contribution pension scheme. The assets of the schemes are held separately from those of the Charity in independently administered funds. The total pension cost charge represents contributions payable by the Charity to the funds and amounted to £2,523 (2023: £3,760). No amounts are outstanding at year end (2023: £Nil).

Notes forming part of the Financial Statements for the year ended 31 August 2024 (continued)

17 Operating lease commitments

At 31 August 2024, Norfolk Community Arts had future minimum lease payments under non-cancellable operating leases as follows:

Land and buildings

Expiry date:	2024 £	2023 £
Under 1 year	-	20,833
Between 2 and 5 years	-	-
After more than 5 years	-	-
	-	20,833

Other

Expiry date:	2024 £	2023 £
Under 1 year	574	1,317
Between 2 and 5 years	1,147	-
After more than 5 years	-	-
	1,721	1,317

18 Related party transactions

Marcus Patteson who represents key management of Norfolk Community Arts, also runs another organisation called Rabo de Foguete. Transactions between the two entities took place for the provision of professional artistic services, totalling £6,166 (2023: £2,130) and at the year end the amount due amounted to £Nil (2023: £Nil). The supply of services are aligned with the Charity's objects and are permitted under the Charity's Articles of Association.

No further related party transactions took place in the period (2023 £Nil).

CORPORATE INFORMATION

Norfolk Community Arts Limited
(A company limited by guarantee)

Registered Office
Martineau Memorial Hall,
21 Colegate,
Norwich
NR3 1BN.

Company Registration No. 04278192
Charity Registration No. 1089916
Telephone: 01603 760529 (ext 1)
Website: www.norfolkcommunityarts.org.uk

Trustee Board
Mark Hazell (Chair)
John Packman (appointed 28 Nov 2022)
Ruth Bullard (appointed 25 Jun 2024)
Abby Dalgleish (resigned 25 Jun 2024

Company Secretary
Marcus Patteson

Executive Director
Marcus Patteson

Operations Manager
Cathie Davies / Clare Lovell (part-time job share from October 2021)

Safeguarding Officers
Clare Lovell
Cathie Davies (Deputy)
Marcus Patteson (Deputy)

Bookkeeper
Sam Jarrett,
Just Accountancy,
39A Rosary Rd,
Norwich
NR1 1SZ.

Accountants and Independent Examiners
Price Bailey LLP,
Anglia House, 6 Central Avenue,
St Andrews Business Park,
Thorpe St Andrew,
Norwich
NR7 0HR

Bankers
Barclays plc
5 – 7 Red Lion Street,
Norwich
NR1 3QH.

Photo: Martineau Memorial Hall (NORCA)

Photo: Dancer, Norwich Summer Sessions 2024 (Mary Doggett)

THANK YOU

Special thanks to our business supporters and partners:

Art Angels Publishing
Norwich Business Improvement District
Norwich City Council
Norfolk & Suffolk Music Hub

Special thanks to our 23/24 funders:

Anguish's Educational Foundation
Alderman Norman Foundation
Arts Society Wensum
Garfield Weston Foundation
Mills & Reeve Charitable Trust
Norfolk Community Foundation
Norfolk & Suffolk Music Hub
Norwich French Church Charity
Nugee Foundation
The 29 May 1961 Charitable Trust
Sheila Ann Day Fund
Souter Charitable Trust
Squire Patton Boggs Charitable Trust

Special thanks to our 23/24 partner schools:

Drayton Junior School
Fawcett Primary School
George White Junior School
Mousehold Infant School
Rackheath Primary School
St Mary's CoE Primary School
Trumpington Meadows Primary School
West Earlham Junior School
White Woman Lane Junior School

Thank you to all the organisations who continue to support us and fund our work, and to our ongoing partners. Thank you to everyone who has raised money for us, volunteered their valuable time and skills, and supported us financially. Because of your generosity we've been able to do more, whether that is give Sistema children more time each week, reach more people or create more opportunities.

We remain committed to working to create a country where everyone has access to the arts and culture, and people can thrive.

People, and the arts, continue to inspire us, and to drive everything we do.

Transforming Lives Through Arts Participation & Engagement

For more information about our work please visit our website:

norfolkcommunityarts.org.uk

Norfolk Community Arts Limited

England & Wales - Charity number 1089916

Accounts

Norfolk Community Arts

Annual Report and Financial Statements

Norfolk Community Arts Limited

For the year ending 31 August 2023

A Company Limited by Guarantee
Registered in England
Company No. 04278192
Registered charity No. 1089916

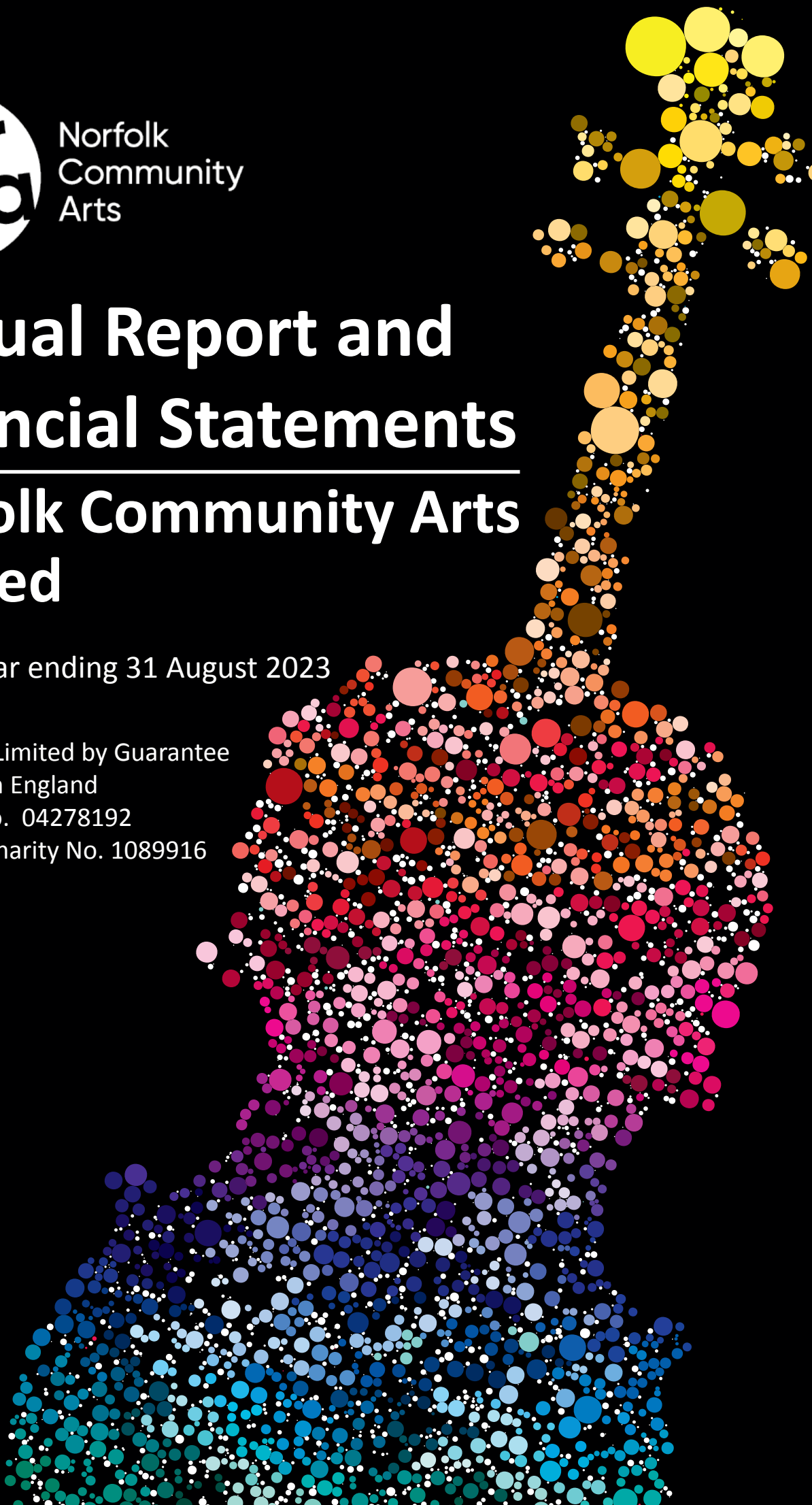


Photo: Suntou Susso, Norwich Summer Sessions 2023 (Mary Doggett)

Trustees Annual Report
(incorporating a director's report)

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Introduction

Thinking back over the last 18 months, I am minded of the Dickens quote, "They were the best of times, they were the worst of times." We have done some of the best work of our 23 years as a charity, but also faced enormous challenges. The Sistema Norwich Nucleo has flourished, with a wonderfully diverse and highly engaged group of participating young people, as well as a burgeoning sense of achieving our aims for the centre as a space for social action through music. We successfully delivered the Norwich Lord Mayor's Procession 2023 for Norwich City Council, and delivered Norwich Summer Sessions (formerly Head Out Not Home) for Norwich BID, to a growing and highly appreciative audience. Yet funding has been squeezed and harder than ever to access, we've had to cut back our team, and seen the growing toll of the times on the people and communities we work with.

It is not lost on me that the above quote is from A Tale of Two Cities, and is a phrase often used to describe Norwich (or a city of two tales, as I sometimes like to twist it) a city with a disparity in wealth and education that belies its image as a green and pleasant place. That is particularly the case for young people, with whom we do most of our work at the moment. A third of children in the city live in poverty; last year we had the 5th worst KS2 results in England (3rd worst in 2022); and we languish in the least socially mobile 10% and (for young people) the most deprived 2% of the UK (young people's sub-domain of the Index of Multiple Deprivation). Despite warnings that 1 in 6 young people in 2020 had a mental health issue, that is now almost 1 in 5 (2022 NHS figures), with support services over-stretched and with long waiting lists.

The need for arts, creativity and culture has never seemed more needed, yet the money to support engagement and access has become very limited, and there are no longer the opportunities that came via schools, with the arts squeezed out of education. Not only are the arts returning to being the province of the wealthy, but there seems to be a lack of understanding of the vital role of creativity in the UK's wider success. The creative industries make up about 7.5% of the UK economy (by GVA) and is one of the fastest growing sectors, with creativity playing a vital role in business development, especially entrepreneurialism.

22/23 was the first full year of the new Sistema Norwich nucleo, and though the last eighteen months have required us to review and revise the way the programme runs, to ensure it meets its musical and social objectives and is more financially sustainable, we have started to see the sort of impact we had hoped for in terms of the musical progression, level of attendance and culture of participation that has grown up around the nucleo. With a full beginner intake in September 2023, Sistema has become a wonderfully diverse programme, with children and young people from all walks of life, high levels of participation from minority ethic communiites, those receiving free school meals, and those with special educational needs. More work is needed to ensure that we reach and draw from the least well-off and other target communities, but the programme remains a rare and unique opportunity for those who would not otherwise get the chance to learn to play a musical instrument.

A key decision this year, driven by the challenging funding position, was to reduce the scale of the Sistema programme, at least in the short-term, returning to our previous model of two sessions per week for all participating children. From April 2023, all children have been getting 4 hours per week, over two after school sessions, with all participants still getting an instrumental lesson, general music session, ensemble and vocal session each week. As well as making the programme more sustainable, we feel it is a more appropriate level of commitment for participating children. Our long-term goal will be to inrease the offer with a greater range of linked activity and opportunity that is more flexible to young people's availability and interests. We also entered into a new partnership with Norfolk Music Hub to deliver the programme, bringing a core of funds to support the work, closer ties and links to the Hub, and better linkage as part of the Hub's ensemble offer. It has been fantastic to develop our working relationship with the Hub and Hub colleagues. At the same time, we have continued to build a great team of tutors and administrators, whose energy and dedication to the work has been so vital to its ongoing success.

The state of music education seems to also fit the current zeitgeist, with plenty of concern being raised and some worrying indicators (such as a 20% drop in the number of children taking GCSE Music in the last 10 years). I have long felt that the disparity between young people's love of music (e.g. a third saying it was their favourite pastime) and the low level of engagemnet in formal music education, indicated something was very wrong, and though the new National Plan for Music creates a strong framework, it seems to basically come down to "do more for less". We can only hope that the restructuring of the Music Hubs will bring new initiatives and opportunities, and we are really pleased that Norfolk Music Hub will be leading the new Norfolk & Suffolk Hub.

Carnival has been one of our specialisms since the founding of the charity, with major projects such as Celestial Carnival, Back to the Streets and the Carnival Company Project. We have worked closely with Norwich City Council throughout that time, so it was a fantastic opportunity to be able to run the Norwich Lord Mayor's Procession, which we successfully delivered for them for the first time in 2023. The procession is still in development following the removal of vehicles in 2019, a step taken to make the event more environmentally sensitive and sustainable, but 20 groups took part this year, and it remains a highlight of the city's annual calendar. We continue to run our Youth Samba Band (thanks to funding from Norwich City Council) and as part of our organisational review, will be looking at how our commitment to carnival fits with the ongoing work of the charity.

22/23 saw the rebranding of Head Out Not Home, as Norwich Summer Sessions. NORCA has developed and delivered this free festival of music and street theatre for Norwich BID since 2013. It ran for 6 weeks in July and August 2023, and saw further increases in its audience and popularity. The programme included up-and-coming folk artists, Dominie Hooper and Maddie Morris, the wonderful Kora playing of Suntou Susso, and fantastic local artists, such as Phoebe Troup and 4D Jones. It gave a platform to 18 young musicians, and the chance to join in with Ceilidh and Salsa dancing. With 2024 well into it's planning, we will be delivering a hybrid event across both Thursday evenings (July) and Sundays (August), with an exciting programme lined up.

Whilst the funding climate remains challenging, we continue to have amazing support from funders and donors. This support is so vital to us being able to do what we do and I want to offer huge thanks to all those who have supported our work in the last year, large or small. It is all important, appreciated and needed more than ever. We are particulalry grateful to have received a multi-year funding award from the Garfield Weston Foundation for Sistema Norwich. These are hugely challenging times for our sector, with more pressure and demand than ever on funds and funders. As will be highlighted in our accounts, we have commited our reserves to continue to support the people we work with, to further their creative ambitions and help them realise their potential. There is a need for action to support the charity, education and arts sectors, if the work of organisations like ours is going to be able to continue. More availability of core funding means we can be better at what we do, more sustainable as organisations, and really be the agents of change we need to be.

I want to thank the NORCA Trustee board for all the work they have done this year to see the charity through a difficult time and get it back on track. I am hugely grateful for their support. And I must say a very big thank you to our our staff, freelancers and volunteers, with particular thanks and best wishes to Melissa Hague, who stepped down after nearly 15 years working for NORCA. Although it has been very challenging, it has been one of the most successful periods in the charity's history, and they should be proud of what they have acheived.

Marcus Patteson
EXECUTIVE DIRECTOR

Our mission, vision and values

Our mission	We are dedicated to improving lives and communities through arts and culture.
Our vision	To create a world where arts and culture are an integral part of everyone's lives, and the people and communities we work with can live creative, healthy lives, and fulfil their potential, regardless of background.
Our values	Our values are inclusivity, excellence, cooperation and nurture.

Inclusivity

Our work is founded on opportunity for all, regardless of background, situation or circumstances. We are committed to putting people at the heart of what we do and listening to their voices, so that our work is relevant and responds to their needs.

Excellence

The people and communities we work with deserve the highest, most professional quality of service or provision we can offer. We consistently work to ensure this, and make what we do better. We bring dedication, passion, innovation, inspiration and ambition to all our work.

Cooperation

All our work is built on cooperation, collaboration and respect, and always strives for a simple clear message supported by teamwork, and social responsibility.

Nurture

We create safe and supportive environments within which people can grow and develop. We facilitate and empower change for the people we work with.

Photo: Sistema Norwich Da Capo carousel (NORCA)

Strategic Report

Strategic planning

Strategic planning takes place through the business planning process and cycle. This seeks to ensure that all our work has a robust case for support and theory of change, that it is well-planned and resourced, that it is coherent and cohesive, that it fits with local and national priorities, that it meets the needs of our communities and that everyone in the team is able to have input. It also seeks to ensure that the charity is financially sustainable, with a diverse income portfolio that seeks to maximise opportunities to fund the charity within the scope of its remit.

Although a new 3-year business plan was put in place in September 2022, developed with the support of the Foundation for Social Improvement (FSI), the pandemic and cost of living crisis have brought about a challenging financial and fundraising environment that has required re-evaluation of our plans and ambitions. During 22/23, work focused on the new model for delivering Sistema Norwich, making that robust and sustainable. That work has continued in 23/24, whilst we look to review the wider remit of the charity, develop new areas of work, and develop a new business plan.

Our approach

The focus of our strategy is to make a real difference to people's lives through arts participation and engagement. We have made four strategic choices, which underpin our approach:

1. **A focus on the impact of economic hardship, social disadvantage and lack of opportunity**
   - People who face social disadvantage experience the impact of that across their lives, from educational achievement and employability, to health issues and well-being. We want everyone to have access to arts and culture, in ways that are meaningful and relevant to their lives, especially those with the least resources. We want to design programmes that meet the needs of participants and bring about positive impact for them and their communities.

2. **An ethos of creativity and culture**
   - Artistic practice and creativity lie at the heart of all our activities. We work to promote the value of arts engagement and to create a wider, positive environment that is receptive to, and values, cultural engagement. We want to model the creative and cultural practice we espouse in how we operate as an organisation. We know that through innovation and creativity we can create lasting change.

3. **Partnership and collective action**
   - We recognise we can achieve more if we work with other people, whether other local organisations, parents of participants or professional artists. We will advocate for arts and culture in all aspects of people's lives, and develop the case to support the benefits of engagement in the arts and social impact through arts participation. We want to put collaboration and co-design at the heart of all our work.

4. **Being a high performing organisation**
   - We seek to maximise the impact of our available resources for our beneficiaries, not only financial resources but the skills and talents of our workforce and collaborators. We aim to be a dynamic, effective and responsive organisation, thinking outside the box, challenging expectations and received wisdom, and breaking new ground.

Strategic aims

We focus on five strategic aims, which drive our work:

1. Creating opportunities for participation and engagement in the arts, especially for those with least access: this is where change happens, at the creative coalface, through engagement in a creative practice.
2. Overcoming barriers to cultural engagement, including inequality of access to opportunities for financial reasons: making sure we reach those with the highest needs and the least access.
3. Supporting people on their creative journey and developing a culture of creativity: creating an environment in which creativity can thrive and grow, and be sustainable.
4. Making a difference to people's lives: increasing social mobility, building resilience/wellbeing and generating community cohesion: putting diversity and inclusion at the heart of all our work.
5. Providing facilities and resources (as part of a cohesive local arts infrastructure) that further our work and support access.

Our projects, programmes and activities focus on these to different degrees, but ideally will draw on all of them. In some cases, projects are developed that focus on one, specifically.

We believe the best way to achieve our objectives is through direct work with individuals and communities, aimed at giving them more opportunities to thrive, and building their skills and capabilities. This work, however, needs to be framed within a wider culture, that nurtures and supports growth, includes partnerships to support or deliver programmes, and influences policy makers in their choices over resources and policy direction.

We seek to support people in developing the building blocks of healthy, successful, creative lives, raising aspiration and fulfilling potential. We aim to give people the skills and resources to overcome the challenges they face and live better lives, including ones rich in the arts.

Theory of change

Our work is grounded in research by the Young Foundation which identifies the fundamental importance of social and emotional capabilities in the achievement of other outcomes, including educational attainment, health and employment status. That research also establishes that these capabilties are seen as important by participants, who therefore recognise the value in investing time in developing them. Although their research is focussed on young people, it holds as being applicable across the whole of people's lives.

The arts are recognised as supporting the development of social and emotional capabilities, e.g. Sue Hallam, The Power of Music, 2010. A deeper evidence base is being developed, across a range of genres, and we will be looking to contribute to this through our own evaluation.

The difference we make

Our strategy focuses our work on improving people's lives through arts participation and engagement, and developing a culture of artistic engagement and practice for all. We frame the impact of our work by viewing it through four strategic 'lenses':

Artistic development and lived experience of culture

Artistic practice, in some shape or form, is at the heart of all our work. The areas where we want to have an impact include:

- Developing artistic proficiency
- Developing experience of culture
- Developing creativity and wider artistic skills

Increasing social mobility

For us, social mobility is about people having every chance to be the best they can be. It's about the opportunity to succeed; about changing the way people think, act and engage, so they can realise talents and potential. The areas where we want to have an impact include:

- Creating opportunity where people have limited or no opportunity
- Developing skills and social and emotional capabilities
- Gearing transformation towards self-sustaining and virtuous-circles, such as increasing aspiration and developing confidence
- Increasing achievement across the whole of people's lives
- Offering positive role models and positive activity

Building resilience and wellbeing

The stresses and pressures of modern life can bring all sorts of health issues, particularly relating to mental health, and socially disadvantaged areas are often seen to have greater health inequalities. The areas where we want to have an impact include:

- Mental health and emotional wellbeing
- Developing confidence, communication, agency and resilience

Creating an environment of arts participation and cultural engagement

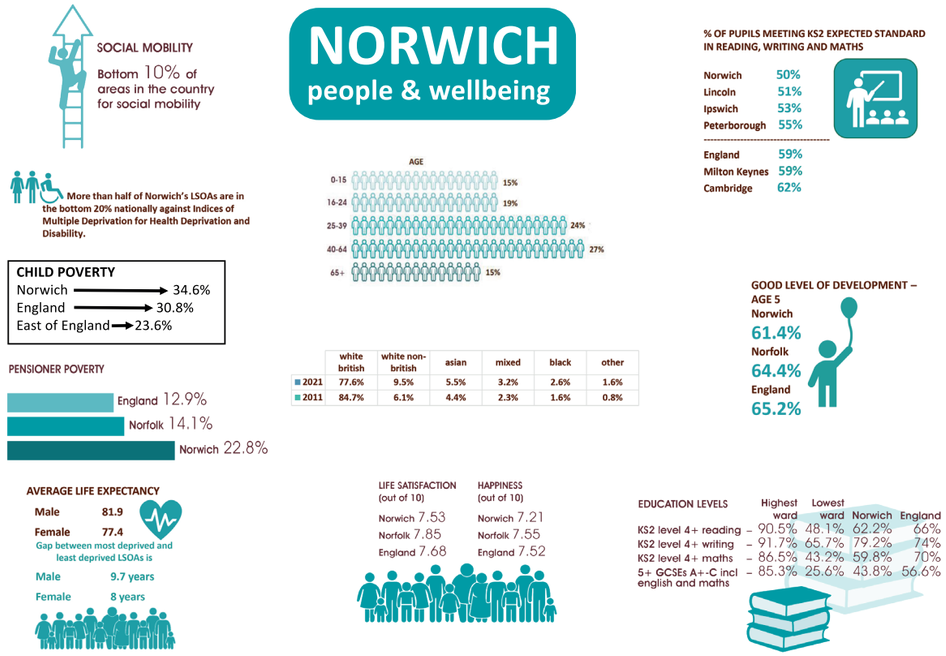
Bringing about change is not just about focused programmes, but creating a climate of cultural participation, and recognising the value of culture to people's lives. We want to make sure people (especially young people) have pathways to further opportunities and growth. We want to be part of a thriving community with arts and culture at its heart. The areas where we want to have an impact include:

- Increasing the public profile and audience for culture, to widen exposure and engagement
- Encouraging wider participation through volunteering
- Increasing the sense of value for arts and culture
- Encouraging people to get involved in the arts
- Celebrating diverse cultures
- Developing youth leadership
- Influencing policy

Photo: Sistema Norwich Cellist (Anna Patteson)

The context for our work

Our work is informed by local, national and international contexts. Most of that work is focussed on the city of Norwich, so the following profile of the city provides the context for how we have developed and shaped our work to meet key priorities, along with influencing what future programmes we might develop.



In terms of the charity's vision, mission and aims, the following are key aspects that support, direct and influence our work.

Deprivation and poverty

- 20% of the city's LSOAs* are in the most deprived 10% (40% in most deprived 20%) nationally, putting the city as a whole, into the most deprived 16% nationally.
- Norwich is in the bottom 10% of areas in the country for social mobility
- Child and pensioner poverty are significantly worse than the national average - the children's sub-domain of IMD puts Norwich in the most deprived 2% nationally.

** LSOA's or Lower Layer Super Output Areas, divide up the UK into areas of simillar population size.*

Health

- Suicide higher than the national average
- 20% of children in Year 6 are classified as obese (up 5% on 2015)
- High rate of teenage pregnancy
- Life satisfaction and happiness are both below the national average

Education and young people

- Educational achievement and child development are well below the national average
- 36% of LSOAs fall in the top 10% most deprived areas in England for Educational attainment
- Research carried out by Norwich City Council (Warmint Report, 1997 & 2007) identified low self-esteem, confidence and aspiration being a particular issue for young people in the city
- Only 4% of young people learning to play an instrument in Norfolk are on free school meals (whereas 22% of children in Norfolk are on free school meals)

Arts engagement
Norwich is perceived as being higher than the national average both regarding arts participation (time spent doing a creative activity, 41% compared to 35% nationally) and attendance (attending an event or performance, 63% compared to 53% nationally). There is however, considerable variation across the city's communities, which can mean a significant proportion of the city have less access, and Government research into taking part in the arts shows a clear link between low attendance and deprivation, with lowest attendance (59%) in the most deprived 10%, and increasing with each decile. Norwich, however, is considered a cultural 'hot spot' in terms of the Arts Council's priorities.

Young people's mental health
Even before the pandemic, a number of observers reported a significant increase in mental health issues for young people, many of them associated with the increasing academic pressure and the impact of social media. Figures from NHS Digital identify that 18% children aged 7-16 had a probable mental health disorder in 2022, rising to 22% for 17-24 year olds, and that there had been a 35% increase in referrals to children's mental health services.

UNESCO City of Literature / City of Stories
Norwich was the second City of Literature in the UK and the first in England. Designated as a place of one thousand years of stories and literary firsts, of debate, foment and revolution, a place whose denizens were known for their non-conformism and 'do different' spirit. Work around the designation is led by the National Centre for Writing. It has led to the rebranding of Norwich as the 'city of stories'.

Impact of the pandemic:
Covid-19 is generally recognised to have had a significant impact on mental health and social isolation.

Curriculum music
The curriculum music offer, particularly at primary school, is generally considered to be substandard and an area where an organisation like ours can have a significant impact. Issues include non-specialist teachers, lack of training for teachers, unimaginative realisation of the curriculum and a lack of confidence in the subject. There is a notable lack of uptake of music as a GCSE (despite 64% of young people considering themselves musical and music being one of their favourite pastimes (see below)), significantly lower, for example, than art. A new National Plan for Music was implemented in 2023 and new Music Hub regions implemented from September 2024.

Sistema-inspired programmes
Sistema Norwich grew out of a national, UK government initiative (In Harmony) that sought to apply the principles of El Sistema in an English context. Within the UK there are 7 Sistema-inspired programmes, including programmes in Scotland and Wales. Sistema has an international dimension, with programmes throughout Europe and the world.

National economy
The narrative around the worsening economic picture, with a higher cost of living, rising inflation, greater use of food banks and a widening gap between rich and poor, all speaks to a greater need and opportunity for arts interventions around health and social mobility, versus pressure on funding.

Place making and Norwich 2040
The concept of placemaking has been a growing national initiative and part of Norwich's make up for over 20 years. The approach is rooted in community-based participation, and brings together diverse people, including professionals, elected officials, local groups, residents, and businesses, to improve a community's cultural, economic, social and environmental situation. Norwich 2040 provides a vision for the city, with 'a creative city' one of five key themes.

The status of the arts
How the arts are regarded varies across different sectors, policymakers and the general public. More work is needed to test this and advocate for the arts.

- There is a trend towards a reduction in the presence of arts subjects in the curriculum (e.g. the English Baccalaureate, which has no arts subjects in it)
- In 2019, the creative industries made up 6% of the UK economy (£115bn), an increase of 44% on 2010, and employed over two million people
- Music is young people's favourite pastime, with 32% classing it as their favourite activity. 64% consider themselves musical and 90% listen to music every week (with 97% engaging with music in some way in any given week)
- 24% of people do not engage in the arts at all and 15% only engage once a year.

Achievements and performance in 2022/23

Our work in 22/23 was focused on continuing the process of rebuilding following the pandemic, and responding to the challenging financial and fundraising climate. Our priority has been maintaining existing programmes and getting Sistema Norwich back onto a sustainable footing. The financial climate meant that we were not able to draw in significant additional resources to meet our ambitions to develop new work and had to make some difficult decisions about levels of delivery for Sistema. Scaling down the programme has made it more sustainable and places it in what we feel is a more appropriate position for where it is in its growth cycle, as well as for engaging young people. Some challenges remained in terms of young people's engagement post-pandemic.

A focus on disadvantage and lack of opportunity

Sistema Norwich

- Delivery of the programme from Martineau Memorial Hall was honed, and a strong sense of the building as a centre for music, with a community of young musicians, has grown over the last year.
- Reviewed and restructured delivery model to make it more sustainable
  * New partnership with Norfolk Music Hub to co-run the programme
  * An ask of young people that was more appropriate for our community.
  * All participants have two sessions per week with delivery Tues to Thurs after school.
- Delivered 1,850 tutor hours with children getting at least 4 hours of music each week.
- Returned to the Octagon Chapel for concerts (Spring and Summer, 2023) and grew our concert audience to around 150.
- 56 children and young people took part in the programme, with 28 children joining the programme in Sep 2022.
- Funding secured for youth voice development, via Love Norfolk Fund.
- Carried out a significant level of recruitment activity with over 140 expressions of interest to join the programme in Sep 2023.

Carnival and Outdoor Arts

- Continued to run our Youth Samba Band with funding from Norwich City Council, with 14 young people taking part from across the city.

Other

- Offered young people the opportunity to perform as part of Norwich Summer Sessions (Platform acts).

To be a high performing organisation

- Strategic planning to review the charity's remit and set out plans for the next 5 years, including starting development of a new busienss plan.
- Restructuring of the Sistema team to meet the change in capacity needed for the programme restarting in a single centre and the current level of funding available.

An ethos of creativity and culture

Sistema Norwich

- Continued to develop Martineau Memorial Hall as the base of the programme and the ethos of participation.

Curriculum and extra curricular music

- Delivery in nine primary schools, including six whole school offers.
- 2,130 children received provision, with over 2,200 tutor hours of music delivery.
- 65 children across 2 schools took part in after-school clubs, delivering 75 tutor hours.
- Updated our model curriculum, including ensuring that instrument focussed lessons achieve curriculum objectives and give solid grounding in all aspects of musicality.

Carnival and Outdoor Arts

- Delivered the Norwich Lord Mayor's Procession for Norwich City Council, with 20 groups/ entries and the development of a new route.
- Supported the artistic content of the Norwich Lord Mayor's Procession by project managing three artist engagements with participating groups and providing a sound float.
- Continued to deliver our Samba band for young people (10+ yrs), Samba Bamba, with 24 sessions delivered and 14 young people taking part. The band developed their own name and logo and took part in the Norwich Lord Mayor's Procession 2023.
- Delivered Norwich Summer Sessions 2023 (formerly Head Out Not Home), with 36 acts performing over 6 weeks, a total audience of around 11,000 people and 103 artists supported. This represented a 11% increase in equivalent audience from 2022. 98% of the surveyed audience rating the event at 7+ out of 10 (79% at 9 or 10).
- 11 up and coming artists/bands had the chance to perform as part of the Summer Sessions Platform acts.

Other

- Provided a programme of live music for Norwich's first Wine Festival.

Partnership and collective action

Sistema Norwich

- Parental engagement developed through sit-in sessions, lesson observations and opportunities to meet tutors at pick up time.
- New partnerships developed to promote the nucleo and recruit participants.
- Maintained and continued to lead the UK Sistema-inspired programmes network with three meetings over the year.

Curriculum Music

- 9 school partners for curriculum provision.
- 2 school partners for after-school clubs.

Carnival and Outdoor Arts

- Partnership with Norwich City Council, Norwich BID, Rabo de Foguete and other local carnival organisations to develop carnival and outdoor arts activity in the city.
- Partnerships with Access Creative College, Young Norfolk Arts and Norfolk Music Hub to support programming for the Platform stage at Norwich Summer Sessions, supporting emerging talent.

Programme Delivery 2022/23

Sistema Norwich orchestral provision

Location	Instruments	Details (a/s = after-school, in = in-school)
Sistema Norwich Nucleo		
Martineau Memorial Hall	Violin, viola, cello, double bass, wind, brass, percussion.	Tue to Thu- after school: 4.15 to 6.15pm Sessions: Instrumental lesson, general musicality, ensemble and choir. 4hrs/week

Curriculum and extra-curricular music provision

Location	Instruments	Details
Curriculum Provision		
Queen's Hill Primary	Digital and percussion	30mins/class for Yrs 2, 3, 5 & 6.
White Woman Lane Junior	Samba drumming	Yr6, 30 mins/week
Thurton Primary School	Curriculum music	Whole school, 1 hour/week
West Earlham Junior	Curriculum music Samba drumming	Whole school on rotation Yr 5
Mousehold Infants	Ukulele & Samba drumming	Yr1, 30 minutes/week Yr2, 30 minutes/week
Trumpington Meadows Primary (Cambridge)	Curriculum music	Whole school, 1 hour/week
Fawcett Primary (Cambridge)	Curriculum music	Whole school, 1 hour/week
George White Junior	Ukulele	40mins/week, Year 4
Other		
Drayton Junior and White Woman Lane Junior	Samba drumming	After school clubs, weekly
Jane Austen College	African drumming, Samba drumming and instrument making.	Yr 6 transition summer school, 2 days

Other programme delivery

The previous table summarises our music provision during the 2022/23 academic year.

Extension activities

Curriculum focussed work provides an excellent platform for introducing young people to cutural activity, including music and learning to play an instrument, as well as laying the basis of cultural education, but long-term engagement in culture needs a range of opportunities that support the extension of this engagement. These extension activities are often the focus of programmes of work, so that they join up, offer progression and ensure opportunities of access.

What we can offer by way of extension activities varies depending on the resources and opportunities available, what programmes we have been able to develop and what interest there is from partners in running activities.

Key extension activities:

- ***Sistema Norwich***

  Sistema is effectively an extension opportunity. It offers young people who have had some engagement through activities such as whole class ensemble tuition (WCET) or individual music lessons, progression to a longer-term, deeper engagement in learning to play an instrument through being part of an orchestra.

  Recent partnership development with the Norfolk Music Hub will strengthen this, with Sistema provision being part of the progression route for young people looking to engage with orchestral music, whilst we seek to further develop and improve this connectivity.

Key extension activities (cont):

- ***Performance***

  Performance is often part of extending activities, both taking part in performances and experiencing a range of performance. Where appropriate, projects or activities often culminate in some form of performance, or link to performance opportunities. Initiatives like Nowrich Summer Sessions enable us to offer performance platforms as part of our wider provision.

  Significant performance development as part of Sistema is a key area, offering the chance to work with professional musicians and ensembles, and expand the peformance opportunities connected to the programme, as well as engagement with other organisations and audience development.

- ***Opera & other projects***

  Developing intensive projects that facilitate a deeper and more extensive engagement with culture, offer the opportunity to not only further artistic progression goals, but also support wider curriculum and social impact aims. Our opera work (based on the Royal Opera House's Write an Opera model) is a perfect example.

- ***Carnival & Samba***

  A number of our schools (e.g. Wensum Junior, West Earlham Junior) have engaged in longer-term carnival participation, often through project work in-school leading to taking part in the Norwich Lord Mayor's Procession.

  We have continued to run our Youth Samba band and our goal remains to develop this into a new youth carnival group (by adding costume and dance to the offer), though bids for funding were not successful in 22/23.

Impact

Evaluation and Monitoring

Evaluation and monitoring is vital for all the programmes and projects we run. At times we have had the resources to commission larger pieces of evaluation work, particularly in support of measuring the impact of Sistema provision, such as engaging the University of East Anglia Department of Psychology to assess the Teen Sistema Pilot in 2014. Putting a comprehensive, long-term evaluation framework into place, and commissioning support for this, is a priority for the Sistema programme, to be able to better demonstrate the impact that our work has on participants.

Our first step has been to make our own evaluation and monitoring more robust, by incorporating the evaluation methodoloy developed by Nucleo, the Sistema-inspired programme based in North Kensington (London), who in turn have been working with Soundsense (a national association for community music).

Norfolk Community Arts Limited has considerable experience of measuring impact, including a raft of evaluative measures to support measuring social impact. Typical approaches include:

- demographic information at registration
- questionnaires at the beginning, end and key monitoring points of projects
- verbal feedback at the end of sessions
- self-assessment approaches, such as Shooting Star
- tutor evaluation, assessment and input
- focus group discussions
- one to one interviews
- tracking young people over time
- portfolios of photos and video
- youth panels / forums

We look at impact through four lenses that enable us to frame the aim of improving lives - the key differences we are looking to achieve, across artistic and social, individual and community.

Artistic development and lived experience of culture
Developing proficiency – Building experience – Growing creativity

This is about ensuring our work builds artistic proficiency and experience:

- Sistema participation had an 88% attendance level and 91% retention.
- All Sistema participants felt they had improved their knowledge and 70% their instrumental playing, with an average score increase of 60% in both these areas, whilst 88% of parents felt their children had improved in these areas (63% score increase).
- Though practice remains the least enjoyable area for young people, 60% felt they had improved (47% score increase), and 50% felt their performing had improved (34% score increase), reflected in similar figures from parents.
- Feedback and monitoring of curriculum delivery has seen consistent levels of engagement and enjoyment amongst children and young people (89%) and a significant number keen for more opportunities, e.g. after school activities (69%).
- Head Out Not Home gave a platform to 18 young musicians and supported 103 artists overall.
- The Youth Samba Band supported the engagement of 14 young people in an ongoing music opportunity, and performed to 20,000 people.

Increasing social mobility
Creating opportunity – Raising aspirations – Overcoming barriers

- 90% of children taking part in Sistema stated that they would not otherwise be able to learn to play a musical instrument (mostly for financial reasons)
- 22% of children taking part in Sistema are on free school meals (well above the Norfolk average of 4% participating in learning a musical instrument)
- 50% came from low-income families (household incomes of below £25kpa)
- 34% of participants come from the most deprived 20% of the city (by IDACI) and 70% in the most deprived 50% of the city.
- 15% of Sistema participants are identified as having a special educational need
- 30% of Sistema participants are from ethnic minority backgrounds and another 19% from non-British, white backgrounds, indicating that the programme is drawing in more diverse participants than the figures for the city as a whole.

Building resilience and wellbeing
Developing confidence – Beating stress – Reducing isolation

- 85% of children reported being happy or very happy taking part in Sistema
- Internal resilience – 76% of children demonstrated increased internal resilience based on measures of confidence and self-esteem.
- External resilience – based on statements about sense of place in the orchestra, interaction with their peers and performing, 67% of children demonstrated increased external resilience, with the range of change in score again higher.
- Though both these scores were less than in 21/22, this pattern is what we would expect, with overall impact slowing down over time but still progressing, while increasing in range.
- Two thirds of children demonstrated indicators of increased aspiration (parental survey) with increases across the board around engagement, willingness to practice, sense of direction, and enthusiasm for music.
- Other qualitative evidence for impact included parents commenting on improved behaviour at home and at school.

Creating an environment of arts participation and cultural engagement
Growing audiences – Building communities – Embedding in education

- Sistema saw a return to regular concerts and a growth in audience of 150% between December 2022 and July 2023.
- Although recruitment for Sistema was lower than we had hoped in Sep 22 (28 children), we had a full beginner intake in Sep 23 (52 children), along with a number of children joining the other two orchestra levels.
- The audience for Norwich Summer Sessions (formerly Head Out Not Home) grew in equivalent terms by 11% from 2022, with around 11,000 people (estimate from headcount) attending (9,400 equivalent in 2022).
- 50% of the Norwich Summer Sessions audience came into Norwich specifically for the event. 45% had not been to it before. 79% scored the event as 9 or 10 (out of 10), and 98% as 7+.

Photo: Sistema Norwich, Youth Orchestra Brass student (Anna Patteson)

Plans and objectives for 2023/24 and progress to date

A focus on disadvantage and lack of opportunity

Sistema Norwich

- Continue development of the Sistema Norwich nucleo as a point of access for those who would not otherwise be able to participate in learning to play a musical instrument.
- Recruit new beginner intake from target areas.
  * Review of induction carousel led to revised, 5-week programme for 2023.
  * 55 children took part in the induction carousel in Sep 2023, with 51 carrying on to full involvement (100% of those doing 3 weeks or more).
- Review process of bringing children into the programme to fit with having three existing levels and make it more flexible. Work to further increase engagement levels from key target communities.
- Develop a new project strand to support the provision of masterclasses, engagement with professional ensembles, and a range of concerts and events across our local community (including supporting recruiment).
- Implement our youth voice and leadership element.
  * Funding from Love Norfolk supported weekly leadership sessions
- Explore commissioning an external evaluation of the programme, including working with key partners, such as the University of East Anglia.

Curriculum Music

- Continue to develop our curriculum music offer and update our model.
- Increase the number of schools we work with, and identify other opportunities to develop our work portfolio (e.g. contracted work from the Music Hub).

Carnival and Outdoor Arts

- Work with Norwich City Council on carnival development connected to the Norwich Lord Mayor's Procession.
- Continue to run the Youth Samba Band and develop this into a children's carnival group by adding costume and dance to the offer.
- Develop wider initiative to support a longer-term vision for carnival in Norfolk, e.g. a collective of carnival artists, access to space and a longer-term funding proposal.

Other

- Carry out wider consultation with young people about engagement in music and use this to develop our music offer.
- Develop a range of new projects or programmes following review of remit and opportunities.

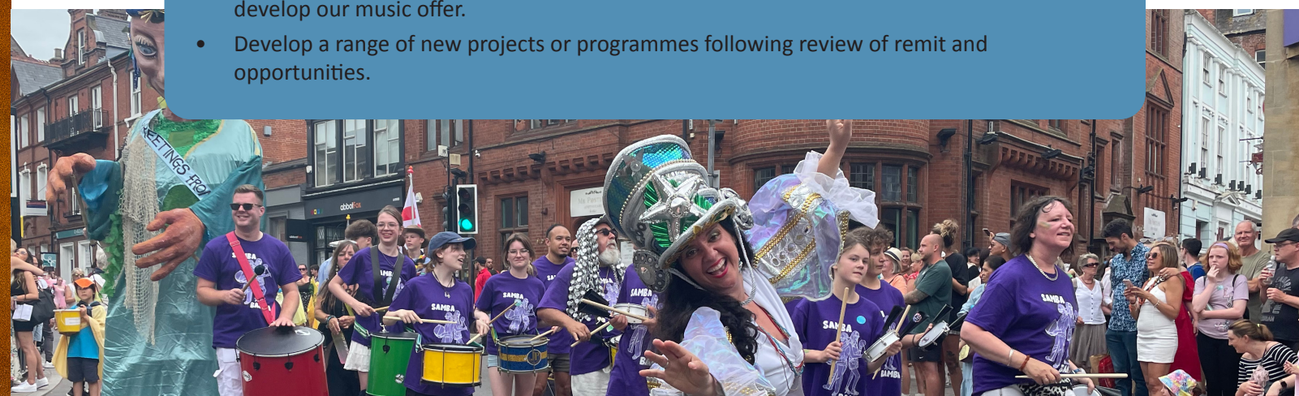


Photo: Youth Samba Band, LMP23 (NORCA)

An ethos of creativity and culture

Sistema Norwich

- Continue to build the programme's performance-profile, with regular concerts and a festival, performances by tutor ensembles, collaborations with ensembles and professional musicians, and developing links with a range of local and national organisations.

Curriculum music

- Create better linkage between curriculum delivery and other offers, e.g. Sistema, Youth Samba.

Carnival and Outdoor Arts

- Develop carnival work for the summer of 2024.
- Continue to support and develop local carnival and outdoor arts groups, along with activities to support engagement in carnival arts.
- Maintain youth samba band and develop into a full, children's carnival group.
  * Funding from Norwich City Council has enabled the band to continue up to July 2024.
- Deliver Norwich Summer Sessions 2024, continuing to explore and innovate the event as a platform for music and street theatre, and increasing our own visibility.

Other

- Promotion of the new centre as a venue for hire.
- Work to promote the value of cultural engagement and role of culture in enriching lives (e.g. social media, events, etc.).
- Add to our year round programme of 'open' activity, offering opportunties for artistic engagement and development, concerts and other events.

Photo: Volunteers and staff, Norwich Summer Sessions 2023 (Mary Doggett)

Partnership and collective action

Sistema Norwich

- Continue with our work on parental engagement.
- Develop young people's ownership of the programme and ensure their voices are heard in how it develops.
- Recruit more volunteers.
- Continue to build our partnership with the Norfolk Music Hub, both to support participation in the Norwich nucleo and to explore opportunities for expansion.
- Continue to support and develop the UK Sistema network, in discussion with programmes, including opportunities for partnership projects and interactions.

Curriculum Music

- Refresh our school partnerships.

Carnival and Outdoor Arts

- Build on our partnership with Norwich City Council, Rabo de Foguete and other local carnival organisations to develop a long-term (3-year) vision and plan for carnival and outdoor arts in the city, including development of the Norfolk Carnival Collective.

Other

- Increase our pool of volunteers.

To be a high performing organisation

- Review how the charity's objects are met through the work we decide to do, to establish a clear and coherent remit and set out a plan for the next 3 years.
- Develop a new business plan to reflect the current climate and the new delivery plan.
- Improve our trustee recruitment to manage the turnover in the Trustee board.
- Develop our youth representation at the Trustee board and sub-groups with at least one young person recruited by July 2025.

Photo: Dominie Hooper, Norwich Summer Sessions 2023 (Mary Doggett)

Governance, structure and management

Legal status and objects

Norfolk Community Arts Limited is a company limited by guarantee and a charity registered in England and Wales. The organisation was established in 2001. It is governed by its Memorandum and Articles of Association, with the charity's objects reviewed and revised in 2020. These are:

- To advance the education of the public in the arts (including music, dance, visual art, computer art, creative writing and theatre);
- To promote the beneficial effects of arts participation for health;
- To promote the use of the arts for community capacity building, and urban and rural regeneration;
- To provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended, by providing and assisting in the provision of facilities for the performance, rehearsal and practice of and other participation in the arts;
- To further such other charitable purposes as the Charity may from time to time decide.

In Oct 2022, the name of the charity was changed from NORCA and Sistema in Norwich Limited to Norfolk Community Arts Limited.

Public benefit

The trustees have a duty to report on how our organisation's charitable objects have been carried out, for the public benefit, and to follow the guidance from the Charity Commission on the provision of Public benefit requirement under the Charities Act 2011, and the Trustees confirm that they have complied with this duty.

Under the Objects of the charity, the types of benefit that the objects promote are to:

- Advance participation in and appreciation of beneficiaries in a variety of artistic forms, including music, drama, dance, carnival and media;
- Provide access to artistic activity where there may have been some barrier to participation;
- Provide educational, personal and group development opportunities for beneficiaries through specific training programmes and by participation in artistic activities;
- Facilitate social integration and cohesion by providing opportunities for people from different backgrounds to participate in artistic activities together, fostering a better understanding of each other's backgrounds and cultures.

We demonstrate how we have met our principal objectives in our Strategic Report, by explaining why we focus on people facing disadvantage and subsequently reporting on our direct practice, work, policy and achievements with and on behalf of these people. People experiencing disadvantage face challenges that affect their physical and mental well-being. They are likely to have less opportunity and achieve less over their lives than other people. For this reason, we prioritise our work on their needs, so we can have the maximum positive impact and bring lasting change, not just for them but for our entire society.

Understanding and measuring our impact is of vital importance. It is critical in ensuring we achieve our mission of supporting people experiencing disadvantage to thrive, flourish and have better lives.

Photo: Sistema Norwich Crescendo Cellists (Anna Patteson)

Access and opportunity

The charity runs a mixture of closed and open activity. Whilst open programmes can be accessed by the general public, closed programmes are focused on particular groups or communities. Where we can, we emphasise the widest possible engagement, as part of our ethos of social inclusion. Most beneficiaries are usually resident within Norfolk, particularly within the bounds of the City of Norwich, but we now have programmes of work in Cambridge and are in the process of discussing provision (or supporting provision) at other locations in England.

Governance, structure and management

The Trustee Board are the legal directors of the company. Membership of the Board of Trustees is under review, but there is currently no fixed term of office, with Trustees serving until they decide to step down. The Trustee Board has the responsibility for the governance and strategic direction of the charity, ensuring that it upholds its ethos and values and delivers its key objectives.

The Trustee Board understands that good governance is fundamental to the success of the charity and recognises the need for continuous review and improvement. The trustees regularly review the Charity's governance, based on the seven principles of the Charity Governance Code, with the findings either fed into the management process or the business planning process. This was last completed in 2022.

Norfolk Community Arts Limited complies with its governing documents and all relevant governance-related legislation, and meets the requirements of charity regulators and best governance practice.

Operational management is delegated by the trustees to the Executive Director, who is accountable to the Trustee Board for its stewardship of the charity. The Executive Director attends Board and Committee meetings, with other member of the management team attending as needed.

Recruitment and appointment of trustees (including any constitutional provisions)

Our trustee recruitment process seeks to engage and sustain a combination of specialists and generalists, to ensure that a full range of skills are included on the board for excellent governance. It is also important for us to enrol trustees who subscribe to, and are able to reinforce, our culture, our mission, policies and procedures. Our induction process involves supplying important documentation (job description for the role, most recent business plan, governing document, organisational structure, project archive report, current projects report) followed by a meeting with the Chair, deputy or other designated person, for familiarisation sessions on Norfolk Community Arts Limited's finance and existing/pending programmes and projects. New trustees are invited to visit a selection of projects to meet staff and participants and to attend a trustees' meeting as an observer. We are also investigating training for trustees to support our commitment to excellent governance.

Trustees are appointed through a transparent and rigorous recruitment and selection process and are elected by members at a trustees meeting. The recruitment of a number of young trustees is a key objective, as part of demonstrating our ongoing commitment to ensuring young people take part in the decisions that affect them.

Trustees deploy a wide range of skills, knowledge and experience essential to good governance, and the balance of expertise is kept under review. Collectively, the Trustee Board must demonstrate responsible leadership and judgement.

Trustees, Committee Members, the Chief Executive and the senior leadership team are expected to behave with the utmost integrity and professionalism, and at all times, to demonstrate their commitment to the goals and values of the charity.

All our trustees give their time voluntarily, as regards their position as trustee, and receive no rewards or benefits from Norfolk Community Arts Limited for the role. There is, however, provision in our constitution to pay trustees (so long as the number of trustees so engaged is a minimum). This was put in place to enable us to engage artists as trustees who might also at some time do some professional work for the organisation. For 2022/23, no such payments took place.

The Trustee Board held 7 full board meetings during the period, along with a half-day planning/strategy session, to review the work of the charity and consider the future. The number of board meetings was reflective of the need for greater Trustee scrutiny, oversight and decision-making during a financially challenging period for the charity. Trustees who served during the year are listed on p48.

Young trustees

Our young trustees will be drawn from our services and participate at Board meetings, trustee strategic days, as well as being involved in recruitment of trustees and members of the senior leadership team. Young trustees will not have legal responsibilities or voting rights, but trustees will pay close attention to their input and advice. Their contributions will help shape the future direction of the organisation and its strategy.

Safety and Safeguarding

Norfolk Community Arts Limited is fully committed to ensuring the safety of all participants and staff, with comprehensive risk assessments for all activities, and all the appropriate policies and procedures. We take Safeguarding very seriously, with all staff and volunteers undertaking a DBS check, alongside annual training from Norfolk Safeguarding Children's Partnership, annual review of our Safeguarding policy and membership of our local Safeguarding partnership.

Delegation and sub-groups

The Board maintains a written schedule of matters reserved for the Trustee Board and sub-groups, which clearly defines specific areas for delegation. The small number of Trustees and need for addtional meetings, meant that sub-groups did not operate during the year, however sub-groups that can operate include the Finance and Fundraising sub-groups, the Sistema Norwich Steering Group (to support Sistema development and delivery) and the Martineau Memorial Hall Working Group (to support the operation of the building and developing its use).

Photo: Volunteer, Norwich Summer Sessions 2023 (Mary Doggett)

NORCA ORGANISATIONAL STRUCTURE

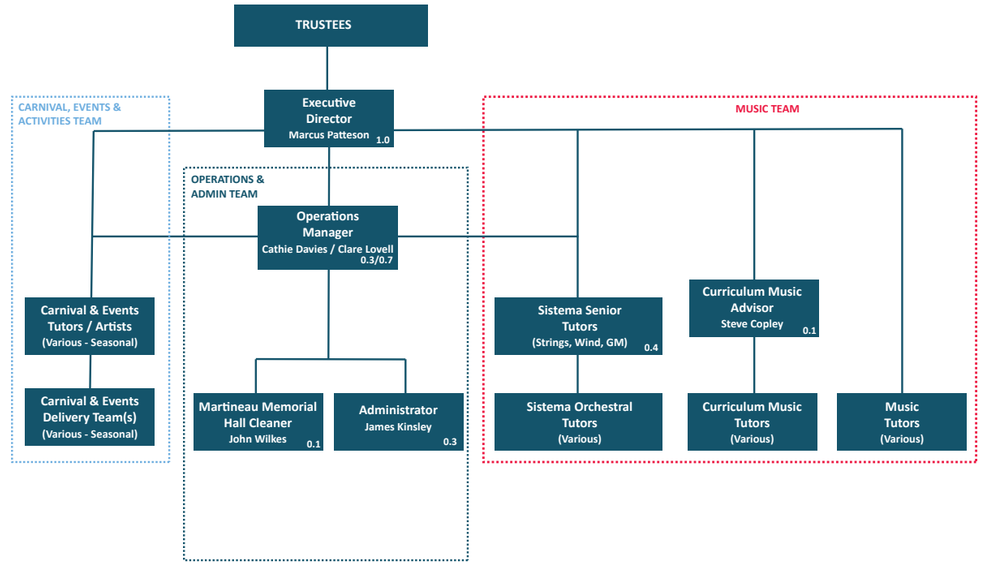


Fig 1: Organisational Structure

Employees

Norfolk Community Arts Limited believes that we can only achieve our strategic objectives by attracting and retaining skilled and experienced people across a range of functions. To this end, we are committed to ensuring that access to employment opportunities, training, reward and progression provides equality of opportunity for all employees.

Our staff development plan builds on previous work and focuses on workforce planning and development, and developing an action plan to support employee wellbeing. Measures we are looking to implement include:

- a training programme for all staff
- induction for new tutors
- supporting learning opportunities outside our own provision and which employees have identified
- offering coaching and mentoring to staff in relation to their professional duties
- other wellbeing oriented offers and opportunities, e.g. weekly yoga class, etc.

In October 2021, the role of Operations Manager became a temporary job share, to enable the post holder (Cathie Davies) to work remotely.

Equality, Diversity and Inclusion (EDI) is a central component of our strategic intent, and the new plan will seek to enhance EDI throughout the organisation, taking a holistic view that considers all stakeholders both internally and externally, assessing how we can best enhance policy, practice and procedure in the context of EDI, as well as a focus on the engagement and well-being of staff and volunteers. Key focus areas in the field of Equality, Diversity and Inclusion will be identified with a two-year action plan with specific objectives around what we want to achieve.

Volunteers

The support of volunteers is invaluable to our work. We ended the year with 52 active volunteers.

We continue to expand and diversify our volunteer programme, to ensure that volunteering at the charity is accessible and attractive to all. In the year ahead, we will be investing in the volunteer journey across our organisation, to ensure that our respected and valued volunteers have the very best experience with us.

Fundraising and supporter engagement

Fundraising and supporter engagement is becoming more and more important as part of our work, particularly for Sistema Norwich in its new format as a stand-alone, community-based programme. In 2023/24 we will continue to look to develop long-term relationships with our supporters and partners, ensuring we value and maximise the contribution of every individual, group or organisation.

The majority of our voluntary income last year was raised through Trusts and Foundations, individual support through regular or single gifts, legacies, support from companies, donations from organisations, and individual fundraising initiatives. We are hugely thankful for every gift and contribution.

We proactively comply with the Fundraising Regulator's voluntary regulation scheme, aligning all of our fundraising policies and practices with the Fundraising Codes of Conduct, along with complying with all related legislation and marketing regulations.

The majority of our fundraising activity has been led by staff at Norfolk Community Arts Limited. Most fundraising work is carried out by the Executive Director, though we have, at times, engaged freelance fundraiser support for the development of a number of bids. As part of our business plan development we will continue to review and refine our fundraising strategy, including the resources needed to most effectively delivery any resulting strategy. We expect an increased reliance on supporter engagement ('Friends', business supporters and fundraising events), and Trust and Foundation income.

We proactively monitor any fundraising undertaken on our behalf to comply with the Fundraising Regulator's voluntary regulation scheme. In the past year, we have not uncovered any failure by staff, volunteers, professional fundraisers or commercial participators to comply with these schemes and standards. We received no complaints relating to fundraising activities.

General Data Protection Regulation (GDPR)

Norfolk Community Arts Limited has put in place policies and procedures to ensure we comply with the General Data Protection Regulations 2018 (GDPR), following a review of how we handle information relating to our beneficiaries, supporters and staff, to ensure we are always honest and open about how we handle personal data and are taking appropriate measures to keep it safe and secure.

Remuneration

The senior management of the charity is the Executive Director, and the remuneration for this post is set by the trustees and reviewed on an annual basis.

We are a Living Wage employer and our pay system is underpinned by the Living Wage Foundation recommendations. We are committed to continuing to implement increases in the Living Wage, as directed by the Foundation.

Related parties and other key partnerships and organisations

In pursuit of our charitable objectives we work and collaborate with a range of other organisations and related parties. These are detailed below:

Related parties

Rabo de Foguete: Rabo de Foguete is a carnival and outdoor arts organisation run by Marcus Patteson. It is the vehicle through which Marcus delivers his own professional artistic practice, engaging a wider group of local musicians, makers, performers and carnival artists. The development of the group has been supported by Norfolk Community Arts Limited as part of our carnival and outdoor arts remit, and is a key partner in delivering that activity.

Key partner organisations

Norfolk Music Hub: Norfolk Community Arts Limited has been a partner in the Norfolk Music Hub since it was established in 2012. The Hub has been a vital source of funding for Sistema Norwich, as well as linking the programme to the wider world of music education in Norfolk, progression pathways and other opportunities. That partnership has further developed, with the hub taking on oversight of the Sistema Norwich programme from 1 April 2023, becoming a core funder, and linking the programme into their wider ensemble offer. NORCA has been a schools delivery partner for the Music Hub since 2012, however in 2020/21 they passed over the work we were delivering for them to us to manage directly. Since Jan 2023, we have once again been contracted to provide tutors for school delivery. The Hub also supports us by promoting our activities and concerts through their website and newsletters.

Norwich City Council: The City Council has been a key partner for the whole time that the charity has been in existence, including support for Waterloo Park Pavilion (2002-2006), our leadership of the community section of the City of Culture Bid (2011), Play Rangers (2009-2011) and the Sure Futures Consortium (2006-2008). Carnival has been a key area of partnership work, particularly focussed on the Norwich Lord Mayor's Procession, including the proposal that we deliver the procession for them in 2023. Norfolk Community Arts Limited has been a core/regularly-funded organisation for a number of years, a key partner in recent Arts Council funded projects, and continues to play a role in the cultural visioning for the city.

Norwich Business Improvement District (BID): Another important local partner, we work with Norwich BID to deliver a range of activity to promote the city centre, including Head Out Not Home, a summer festival of music and street performance that runs through July and August. 2023 was our tenth year running the festival, which has become an important feature of the city's annual calendar, and saw a major rebrand to Norwich Summer Sessions. As well as being a platform for local bands, an opportunity to bring in national acts and a platform to support our work around diversity, we have also developed an element, through other local partnerships, to support up-and-coming acts. We have also been involved in other initiatives, such as programming the music for Norwich Wine Week, and creating and running Christmas Trails.

UK Sistema-inspired Programmes Network: Norfolk Community Arts Limited facilitates and organises this network of programmes that deliver Sisetma-inspired programmes, with the aim of supporting the sharing of best practice and fostering partnership between the programmes. The network current includes key programmes in England, Wales, Scotland and Ireland. As capacity allows we also look to engage in the European and world-wide networks (e.g. Sistema Europe).

Partnership and partner working is important to our ethos, and we have established and maintain good relationships with local arts and community arts organisations to achieve our goals and ambitions as a charity. These include Access Creative College, the Garage, Norwich Arts Centre, Creative Arts East, Musical Keys, Lost in Translation Circus, Norfolk & Norwich Chamber Music, Young Norfolk Arts Trust,

the National Centre for Writing, Norfolk and Norwich Festival and Norwich School. We have long-standing links with most schools in Norwich (particulalry primary schools) working closely with a number through Sistema and Curriculum music delivery (e.g. Catton Grove Primary School, Queen's Hill Primary School, Wensum Junior School and West Earlham Junior School).

Environmental statement

Norfolk Community Arts Limited works at a community and local level, seeking to minimise our impact on the environment through our environmental policy. Where our activities are most likely to cause a detrimental effect is mainly through transportation of people and goods and the operation of an office. We undertake to minimise our environmental load as much as possible. We elect to work largely within the City of Norwich and Greater Norwich, with locally based practitioners, minimising the environmental impact of transportation, through shorter journeys, lift shares and encouraging cycling. As our company vans reach the end of their lives we will take full account of environmental considerations in replacing them.

Principal risks and uncertainties

The Trustees have responsibility for ensuring that the charity maintains comprehensive risk management systems and that appropriate actions are being taken to manage and mitigate risks.

We have a formal risk management strategy that provides a robust framework through a risk register model, and subsequently managing risk across the charity. Norfolk Communty Arts Limited has an established system of internal controls that governs all of its operations. These controls have been designed to provide a reasonable level of assurance against the risk of error, fraud and inappropriate or ineffective use of resources. The Governance Risk Register is regularly reviewed by the Trustee Board to ensure transparency and challenge are inherent in the system.

The principal risks that have been identified in the Risk Register through their likelihood and impact on the charity are shown in table 1.

Photo: Eliza Delf (Platform Stage), Norwich Summer Sessions 2023 (Mary Doggett)

Risk	Examples of mitigating actions
• A child protection failure results in a child or young person being harmed	• Mandatory safeguarding training provided to all staff and volunteers and regular refresher courses for all direct practice staff • Safer recruitment processes in place, including review and sign-off of mandatory DBS checks • Protocols for recording in place • Specialist safeguarding resources, processes and structures in place • Annual Review of safeguarding practice • Internal audit of practice, ensuring compliance with regulatory frameworks and ensuring safeguarding policy and processes are implemented and communicated effectively
• Unable to grow unrestricted income to meet our objectives	• Develop a new supporter engagement approach and strategy • Ensure compliance with new GDPR regulations • Regular reviews of the external environment at both operational and governance levels • Strategic Business Plan and operational plans prioritise support for income generation
• Challenging funding environment results in receiving less funding than needed for our objectives, including cut backs in existing funding	• Build our fundraising capability and capacity • Develop collaborative partnerships • Be innovative, in services to beneficiaries, approaches and in the supporter and funding arenas • Develop evaluation to clearly define impact and support bids for funding • Develop models and approaches to be able to scale delivery
• We are unable to translate strategic intent into operational reality or achieve the impact we want with young people	• Ensure operational plans reflect strategic intent • Close monitoring of progress against operational plans and budget • Develop and implement a clear plan for staff development, including a formal appraisal system • Ensure 'Our People' plan supports delivery and instils culture of continuous improvement
• Not having the right personnel to function effectively, whether Trustees, core or delivery	• Ensure there is a robust and ongoing recruitment process for new trustees, with scoping to skills needed • Ensure there is a succession plan for key, senior roles • Develop and implement the 'Our People' plan to ensure training and support needs of staff are fully considered • Develop recruitment plan and protocol for new tutors, to improve availability and fit to our work

TABLE 1: RISKS AND MITIGATING ACTIONS

Financial review

Summary

Total income received for the year was £285,717 (2022: £327,510), which included £111,128 of restricted income (2022: £173,245) and £174,589 of unrestricted income (2022: £154,265). Expenditure totalled £417,039 (2022: £475,534), of which £106,128 was restricted (2022: £258,245) and £310,911 was unrestricted (2022: £217,289). This resulted in a deficit to funds totalling £131,322 (2022: £148,024). The carried forwards funds total £47,309 (2022: £178,631), of which £5,000 is restricted (2022: £nil) and £42,309 is unrestricted (2022: £178,631).

Reserves Policy

The trustees will confirm and review on an annual basis the policy in respect of the reserves held by Norfolk Community Arts Limited, and to ensure that these are normally maintained at a minimum level equivalent to the essential activities of the organisation for a minimum three months, should all other income fail to materialise.

The charity's reserves target is £100,000. As at 31 August 2023, free reserves, being unrestricted funds less fixed assets, totalled a deficit of £59,660 (2022: £86,556 surplus).

Trustees have authorised a lower level of reserves in the unprecedented circumstances facing the organisation, in order to safeguard the future of the charity and delivery of its services to its beneficiaries.

Trustees have authorised a lower level of reserves in the unprecedented circumstances facing the organisation, in order to safeguard the future of the charity and delivery of its services to its beneficiaries.

Extraordinary use of the reserves

In normal circumstances the reserve funds will not be used for the charity's day-to-day expenditure. The trustees may, by exception, allocate reserve funding to:

- Special projects requiring material financial commitments greater than normal revenue income may support; and
- Any other purpose which is appropriate for the maintenance of and/or growth of the organisation and for which a business case is presented to trustees.

Provided in each case that:

- The allocation of reserves shall be subject to resolution by the Board of Trustees in a meeting of the Board, which shall include electronic meetings and votes;
- The relevant investment from reserves shall be recovered over succeeding financial periods (and any decision by the Board to so allocate shall be subject to a plan for the recovery of the reserves being made at the same time).

Investment Policy

Norfolk Community Arts Limited's funding is typically on a short-term basis of 3 years or less, with the majority of funding being annual awards or funds from the provision of services. The organisation has no permanent endowment and provides for capital expenditure within annual budgets. The financial pressures created by the pandemic, along with investment in the charity's capacity, have reduced the funds available from the Janson Legacy meaning it is unlikely we will be in the position to invest funds. The policy is to retain funds as cash and place them in bank deposits at the best rate obtainable, taking into account the security of the deposit takers.

Small Companies Exemption

In preparing this report, the trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

.....

Mark Hazell

Chair of Trustees

Date: 28 June 2024

Independent Examiner's Report
to the Trustees of Norfolk Community Arts Limited

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 August 2023 which are set out on pages 31 to 43.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

I draw attention to Note 1b in the financial statements, which indicates the charity is continuing to face financial challenges and has had to commit a large proportion of the reserves to continue the core operations. They have encountered difficulties in raising funds and re-establising the financial stability of the charity. The charity has secured funding in the short term to enable it continue in operation, however uncertainty exists over securing future funding. As stated in Note 1b, these events or conditions, along with other matters as set forth in Note 1b, indicate that a material uncertainty exists that may cast significant doubt on the charity's ability to continue as a going concern.

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

Aaron Widdows ACA FCCA

Price Bailey LLP Chartered Accountants
Anglia House, 6 Central Avenue
St Andrews Business Park
Norwich
NR7 0HR

Date: 28 June 2024

Financial statements

STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDIUTRE FOR THE YEAR ENDED 31 AUGUST 2023

	Note	Unrestricted Funds £	Restricted Funds £	2023 Total Funds £	2022 Total Funds £
Income:					
Donations and legacies	2	3,068	9,128	12,196	8,655
Income from charitable activities	3	167,456	102,000	269,456	301,330
Trading income	4	3,561	-	3,561	12,947
Investment income	5	504	-	504	578
Other income	6	-	-	-	4,000
Total income		**174,589**	**111,128**	**285,717**	**327,510**
Expenditure on charitable activities	7	310,911	106,128	417,039	475,534
Total expenditure		**310,911**	**106,128**	**417,039**	**475,534**
Net expenditure for the year, being net movement in funds		**(136,322)**	**5,000**	**(131,322)**	**(148,024)**
Reconciliation of funds:					
Total funds brought forward		178,631	-	178,631	326,655
Total funds carried forward	**14, 15**	**42,309**	**5,000**	**47,309**	**178,631**

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 33 to 43 form part of these financial statements

COMPANY NUMBER: 04278192

BALANCE SHEET AS AT 31 AUGUST 2023

	Note		31 Aug 2023 £		31 Aug 2022 £
Fixed Assets					
Tangible assets	10		76,969		92,075
			76,969		92,075
Current assets					
Debtors	11	7,072		4,224	
Cash at bank and in hand		230		141,204	
		7,302		145,428	
Liabilities					
Creditors: amounts falling due within one year	12	(36,962)		(58,872)	
Net current assets			(29,660)		86,556
Total net assets			47,309		178,631
The funds of the charity:					
Restricted funds	14		5,000		-
Unrestricted funds	14		42,309		178,631
Total funds			47,309		178,631

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

The company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies and the directors acknowledge their responsibility for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small company's regime.

Approved by the trustees on **28 June 2024** and signed and authorised for issue on their behalf by:

Mark Hazell
Trustee (Chair)

The notes on pages 33 to 43 form part of these financial statements

Notes forming part of the Financial Statements for the year ended 31 August 2023

1 Accounting policies

The Charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office is Martineau Memorial Hall, 21 Colegate, Norwich, NR3 1BN. The registered company number is 04278192 and the registered charity number is 1089916.

In October 2022, the name of the charity was changed from NORCA and Sistema in Norwich Limited to Norfolk Community Arts Limited.

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - Charities SORP (FRS 102).

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

The financial statements are prepared in pounds sterling and are rounded to the nearest £.

b) Going concern

The Trustees have considered the going concern basis of preparation of the financial statements noting the ongoing challenge of raising funding, liquidity and cash flow, and the need to continue the progress in re-establishing the financial stability of the charity.

The fundraising climate remains extremely challenging, and with a lot of NORCA's work (including Sistema Norwich's new delivery model) reliant on funding, that remains an overriding issue for charity's current position as regards developing financial stability. Funders continue to see a high level of demand for their funds, and as a result, many are revising their priorities and changing the way they distribute funds. That means that, as well as doing more work around raising funds, there is an imperative to diversify income streams, and though this has also been impacted by recent challenges, including reduced school budgets as a result of the pandemic and cost of living price increases, the reliance on short-term funding makes it very difficult to develop any long term resilience.

Significant progress has been made to rebuild Sistema Norwich's funding portfolio, including grants from the Garfield Weston Foundation (2-years), Anguish's Educational Foundation and others. Getting through the last year has required the charity to commit a large proportion of its reserves to maintain programmes of work, staff and core operation. The Trustees responded to the situation by reducing the scale of the Sistema programme, developing new partnerships to bring in resources, and reducing the charity's costs where they could. A key development continues to be the partnership with the Norfolk Music Hub to deliver Sistema Norwich, securing a commitment of funds for the programme (until September 2026) and leaving NORCA with an achievable fundraising target to complete the funds needed and develop the wider aspects and ambitions of the programme. The position will continue to be challenging for the foreseeable future and will be closely monitored by trustees.

A lot of the focus of the last year has been continuing to develop and grow the Sistema Norwich programme. We have maintained our other work, including Norwich Summer Sessions and carnival, but work to develop new programmes and increase the use of Martineau Memorial Hall as a venue for arts activity, has been slower (due to lack of capacity). We have, however, started to welcome desk hirers back into the building (where we have space), thereby developing regular income, and have increased the level of room hire. This is, however, a key area for increasing income in the next year.

In the light of the current position, the trustees have put in place an action plan and budget (24/25) to continue to stabilise and grow the charity's financial position. Our ambition is to regrow the capacity of the core team (having downscaled it to reduce costs). This budget means that we continue to look to draw in funds that have not yet been secured, both through fundraising, other income development and the sale of assets that we no longer need.

Notes forming part of the Financial Statements for the year ended 31 August 2023 (continued)

1 Accounting policies (continued)

b) Going concern (continued)

As part this the trustees will be working to renew the remit and scope of the charity and by December 2024 will put in place a new 3-year business plan. Though the year ahead has considerable challenges, the projected budget for 24/25 shows that with successful and achievable income development the charity will have enough resources for the next 12 months, while we work to rebuild and reassess the longer-term future of the charity.

At the date of these accounts being approved, June 2024, the company has sufficient cash to meet liabilities as they fall due, however in the short to medium term, being a period of not less than 12 months from the date of approval of these financial statements, the Charity will seek to manage its costs and realise the Charity's assets, until such time that consistent external funding is secured.

As with the Charity placing reliance on external funding, there can be no certainty that this funding will be secured hence creating a material uncertainty related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. At the date of approving these financial statements however, the Trustees are comfortable that the Charity will receive the required funding. On this basis the Trustees believe that the accounts should be prepared on a going concern basis.

c) Fund accounting

Funds held by the charity are:

- Unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Designated funds which are unrestricted funds earmarked by the trustees for particular purposes.
- Restricted funds which are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

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

d) Income

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

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from government and other grants are 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.

Income received in advance for a future fundraising event or for a grant received relating to the following period are deferred until the criteria for income recognition are met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank.

Notes forming part of the Financial Statements for the year ended 31 August 2023 (continued)

1 Accounting policies (continued)

d) Income (continued)

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place. Trading income is recognised on point of sale for both donated and purchased goods.

Rental income is recognised in the period to which the rental property is provided to the tenants.

For legacies, entitlement is taken on a case by case basis at the later of the date when the Charity is aware that probate has been granted, and either:
• the estate has been finalised and estate accounts have been received by the charity; or
• when a distribution is received from the estate.
Receipt of a legacy is only considered probable when the amount can be measured reliably.

e) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

Expenditure on charitable activities comprises of the costs incurred by the charity in the delivery of its activities and services for its beneficiaries, activities undertaken to further the purpose of the charity and their associated support costs.

Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

f) Tangible fixed assets

Assets which are intended to be of ongoing use to the Charity in carrying out its activities are capitalised as fixed assets. All purchased fixed assets are initially recorded at cost.

Assets donated for use by the charity are recognised as income when receivable and capitalised at their open market value.

g) Depreciation

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Fixtures and fittings	-25% Straight line
Fixtures and fittings - Mpods	-10% Straight line
Media equipment	-25% Straight line
Vehicles	-33% Straight line
Musical instruments	-33% Straight line
Leasehold improvements	- On a straight line basis over the period of the lease, up to the break clause, i.e. 5 years

h) Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered.

Prepayments are valued at the amount prepaid net of any discounts due. Accruing income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

Notes forming part of the Financial Statements for the year ended 31 August 2023 (continued)

1 Accounting policies (continued)

i) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

j) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any discounts due.

k) Pensions

The Charity provides a defined contribution pension scheme, whereby the charity and its staff each fund the scheme, managed by a third party provider, the assets of which are held by the provider separately from the assets of the charity. The pension charge in the financial statements represents the amounts payable by the charity to the fund in respect of the period.

l) Operating leases

Operating leases are recognised over the period of which the lease falls due.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

m) Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

n) Volunteers

The value of services provided by volunteers has not been included in these financial statements. Further details of their contribution is provided in the Trustees report.

o) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Fixed assets are recorded at depreciated historical cost.

p) Critical accounting estimates

The are no judgements or critical accounting esitmates which have been used in the preparation of these financial statements

Notes forming part of the Financial Statements for the year ended 31 August 2023 (continued)

2 Income from donations, grants and legacies

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
Donations	3,068	9,128	12,196	900	7,755	8,655

3 Income from charitable activities

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
Arts Council England	-	-	-	18,750	-	18,750
Drayton Junior	1,785	-	1,785	1,680	-	1,680
Garfield Weston Foundation	-	35,000	35,000	-	35,000	35,000
George White Junior School	2,916	-	2,916	-	-	-
Geoffrey Watling Charity	-	15,000	15,000	-	-	-
Jane Austen College	986	-	986	1,680	-	1,680
King Cullimore Charitable Trust (SL)	-	5,000	5,000	-	-	-
Mousehold Infant and Nursery School	4,092	-	4,092	4,125	-	4,125
Norfolk and Norwich Festival	-	-	-	-	-	-
Norfolk Community Foundation		5,000	5,000	-	9,990	9,990
Norfolk Music Hub	30,723	30,000	60,723	-	30,000	30,000
Norfolk Music Services	-	-	-	730	-	730
Norwich Bid	39,339	-	39,339	37,300	-	37,300
Norwich City Council	27,300	3,000	30,300	12,500	3,000	15,500
Norwich French Church Trust	-	2,000	2,000	-	1,500	1,500
Paul Bassham Trust	-	2,000	2,000	-	-	-
Queens Hills Primary	6,750	-	6,750	11,000	1,000	12,000
Sarah Barber	50		50	-	-	-
ROARR Dinosaur Adventure	-	-	-	400	-	400
The Trumpington Federation	29,583	-	29,583	29,380	-	29,380
Thomas Anguish Foundation	-	-	-	-	50,000	50,000
Three Monkies Trust	-	5,000	5,000	-	-	-
Thurton Primary School	7,094	-	7,094	1,935	-	1,935
Town Close Charity	-	-	-	-	35,000	35,000
Ugly Studios	50	-	50	-	-	-
West Earlham Junior School	13,528	-	13,528	13,000	-	13,000
White Woman Lane School	3,060	-	3,060	3,360	-	3,360
Other	200	-	200	-	-	-
	167,456	**102,000**	**269,456**	**135,840**	**165,490**	**301,330**

Notes forming part of the Financial Statements for the year ended 31 August 2023 (continued)

4 Trading income

	Unrestricted 2023	Unrestricted 2022
	£	£
Rental Income	2,550	12,816
Hire of equipment	15	100
Event income	996	31
	3,561	12,947

Rental income, hire of equipment and event income is unrestricted.

5 Investment income

	Unrestricted 2023	Unrestricted 2022
	£	£
Bank Interest Received	504	578

6 Other income

	Unrestricted 2023	Unrestricted 2022
	£	£
Business Rates Relief	-	4,000

7 Analysis of Expenditure

2023	Charitable Activities	Governance Costs	Total Costs
	£	£	£
Employments	250,536	-	250,536
Service delivery and event costs	53,660	-	53,660
Promotion	991	-	991
Building, venue hire and storage	45,086	-	45,086
Van and travel	6,688	-	6,688
Accounting and bookkeeping	-	11,224	11,224
Depreciation	16,179	-	16,179
Equipment and materials	4,494	-	4,494
Legal and professional	6,157	-	6,157
Office and other costs	23,724	-	23,724
Profit on disposal of fixed assets	(1,700)	-	(1,700)
Total	405,815	11,224	417,039

During the year, total expenditure was £417,039 of which unrestricted expenditure amounted to £310,911 and restricted expenditure amounted to £106,128. Costs are allocated directly to the relevant fund.

Notes forming part of the Financial Statements for the year ended 31 August 2023 (continued)

7 Analysis of Expenditure (continued)

2022	Charitable Activities	Governance Costs	Total Costs
	£	£	£
Employments	278,777	-	278,777
Service delivery and event costs	68,807	-	68,807
Promotion	4,458	-	4,458
Building, venue hire and storage	47,419	-	47,419
Van and travel	9,275	-	9,275
Accounting and bookkeeping	-	11,919	11,919
Depreciation	19,013	-	19,013
Loss on sale of tangible fixed assets	264		264
Equipment and materials	8,317	-	8,317
Legal and professional	10,404	-	10,404
Office and other costs	16,881	-	16,881
Total	463,615	11,919	475,534

During the prior year, total expenditure was £475,534 of which unrestricted expenditure amounted to £217,289 and restricted expenditure amounted to £258,245. Costs are allocated directly to the relevant fund.

8 Net (Expenditure) / Income for the year is after charging:

	2023	2022
	£	£
Depreciation of tangible fixed assets	16,179	19,013
Accountancy and bookkeeping	4,951	8,739
(Profit)/ loss on disposal of fixed assets	1,700	-
Amounts payable to independent examiner in relation to:		
Independent examination	4,380	3,180
Assurance services other than independent examination	1,893	-
Operating lease rentals	22,361	30,534

9 Analysis of staff costs and key management personnel

	2023	2022
	£	£
Wages and salaries	237,112	262,044
Social security costs	9,664	12,128
Pension costs	3,760	4,605
	250,536	278,777

The charity trustees were not paid any other benefits from employment with the charity in the period (2022: £Nil) neither were they reimbursed expenses during the period (2022: £Nil).

The average monthly head count was 20 (2022: 21).

No employees received employee benefits excluding pension contributions over £60,000 (2022: none).

NORCA considers that the key management personnel comprises the trustees and senior management team, being the executive director and the operations managers.

Employee benefits of key management personnel of NORCA were £79,909 (2022: £76,474).

Notes forming part of the Financial Statements for the year ended 31 August 2023 (continued)

10 Tangible fixed assets

	Vehicles	Office Equipment & fittings	Media equipment & Musical Instruments	Leasehold Improve-ments	Total
Cost	**£**	**£**	**£**	**£**	**£**
At start of period	29,300	178,446	308,543	204,896	721,185
Additions	-	-	1,073	-	1,073
Disposals	-	-	(7,618)	-	(7,618)
At end of period	**29,300**	**178,446**	**301,998**	**204,896**	**714,640**
Depreciation					
At start of period	29,300	91,890	303,024	204,896	629,110
Charge for the period	-	13,427	2,752	-	16,179
Depreciation on disposals	-	-	(7,618)	-	(7,618)
At end of period	**29,300**	**105,317**	**298,158**	**204,896**	**637,671**
Net book value at the end of the period	**-**	**73,129**	**3,840**	**-**	**76,969**
Net book value at the start of the period	-	86,556	5,519	-	92,075

Fixed assets held in restricted Community Construction Fund and included above have a cost of £96,171, accumulated depreciation of £96,171 and net book value of £Nil (2022: £Nil).

11 Debtors

	2023	2022
	£	**£**
Trade debtors	5,912	1,000
Prepayments and accrued income	1,160	3,224
	7,072	4,224

12 Creditors: amounts falling due within one year

	2023	2022
	£	**£**
Trade creditors	5,460	10,834
Bank overdraft	19,564	-
Tax and social security	1,629	-
Accruals and deferred income	10,309	48,038
	36,962	58,872

13 Deferred income

	2023	2022
	£	**£**
At 1 September 2022	39,000	35,000
Amount deferred in year	-	39,000
Amounts released	(39,000)	(35,000)
At 31 August 2023	-	39,000

Deferred income in the prior year related to the Youth Samba Band and Sistema funding paid in advance.

Notes forming part of the Financial Statements for the year ended 31 August 2023 (continued)

14 Funds summary

2023	**Balance at the start of the period**	**Income**	**Expenditure**	**Transfers between funds**	**Balance at end of the period**
Restricted funds					
Sistema in Norwich	-	111,128	(106,128)	-	5,000
Total restricted	-	111,128	(106,128)	-	5,000
Designated funds	100,000	-	(75,000)	-	25,000
Unrestricted funds	78,631	174,589	(235,911)	-	17,309
Total unrestricted	178,631	174,589	(310,911)	-	42,309
Total funds	178,631	285,717	(417,039)	-	47,309

2022	**Balance at the start of the year**	**Income**	**Expenditure**	**Transfers between funds**	**Balance at end of the year**
Restricted funds					
Sistema in Norwich	85,000	163,255	(248,255)	-	-
Jubilee Samba Band	-	9,990	(9,990)	-	-
Total restricted	85,000	173,245	(258,245)	-	-
Designated funds	100,000	-	-	-	100,000
Unrestricted funds	141,655	154,265	(217,289)	-	78,631
Total unrestricted	241,655	154,265	(217,289)	-	178,631
Total funds	326,655	327,510	(475,534)	-	178,631

Sistema In Norwich - A programme seeking to transform the lives of young people from areas of deprivation through engagement in music. Rebranded as **Sistema Norwich** from April 2023.

Jubilee Samba Band - A project to start a new youth samba band for young people in Norwich and Norfolk to mark the queen's platinum jubilee, taking part in a Norfolk's big jubilee celebration and creating some new music to mark the occasion.

The **general reserve** represents funds of the charity which are provided on an unrestricted basis. It includes donations, fund raising and surpluses and deficits arising from projects funded from various external sources. Also included in unrestricted funds is a designated fund which the trustees have set aside for the Sistema project going forwards.

Notes forming part of the Financial Statements for the year ended 31 August 2023 (continued)

15 Net assets by funds

2023	Unrestricted funds	Restricted funds	Total funds 2023
Tangible fixed assets	76,969	-	76,969
Debtors	7,072	-	7,072
Cash	-	230	230
Creditors falling due in less than one year	(41,732)	4,770	(36,962)
	42,309	5,000	47,309

2022	Unrestricted funds	Restricted funds	Total funds 2022
Tangible fixed assets	92,075	-	92,075
Debtors	4,224	-	4,224
Cash	141,204	-	141,204
Creditors falling due in less than one year	(58,872)	-	(58,872)
	178,631	-	178,631

16 Pension commitments

The Charity operates one defined contribution pension scheme. The assets of the schemes are held separately from those of the Charity in independently administered funds. The total pension cost charge represents contributions payable by the Charity to the funds and amounted to £3,760 (2022: £4,605). No amounts are outstanding at year end (2022: £Nil).

Notes forming part of the Financial Statements for the year ended 31 August 2023 (continued)

18 Operating lease commitments

At 31 August 2023, Norfolk Community Arts had future minimum lease payments under non-cancellable operating leases as follows:

Land and buildings

Expiry date:	2023 £	2022 £
Under 1 year	20,833	25,000
Between 2 and 5 years	-	20,833
After more than 5 years	-	-
	20,833	45,833

Other

Expiry date:	2023 £	2022 £
Under 1 year	1,317	1,317
Between 2 and 5 years	-	1,317
After more than 5 years	-	-
	1,317	2,634

19 Related party transactions

Marcus Patteson who represents key management of Norfolk Community Arts, also runs another organisation called Rabo de Foguete. Transactions between the two entities took place for the provision of professional artistic services, totalling £2,130 (2022: £11,450) and at the year end the amount due amounted to £Nil (2022: £850). The supply of services are aligned with the Charity's objects and are permitted under the Charity's Articles of Association.

No further related party transactions took place in the period (2022 £Nil).

CORPORATE INFORMATION

Norfolk Community Arts Limited

(A company limited by guarantee)

Registered Office

Martineau Memorial Hall,
21 Colegate,
Norwich
NR3 1BN.

Company Registration No. 04278192
Charity Registration No. 1089916
Telephone: 01603 760529 (ext 1)
Website: www.norfolkcommunityarts.org.uk

Trustee Board

Mark Hazell (Chair)
John Packman (appointed 28 Nov 2022)
Ruth Bullard (appointed 25 Jun 2024)
Abby Dalgleish (resigned 25 Jun 2024
Karl Jermy (resigned 26 Jun 2023)
Stephen Morris (resigned 19 April 2023)

Company Secretary

Marcus Patteson

Executive Director

Marcus Patteson

Operations Manager

Cathie Davies / Clare Lovell (part-time job share from October 2021)

Safeguarding Officers

Marcus Patteson
Clare Lovell (Deputy)

Bookkeeper

Sam Jarrett,
Just Accountancy,
39A Rosary Rd,
Norwich
NR1 1SZ.

Accountants and Independent Examiners

Price Bailey LLP,
Anglia House, 6 Central Avenue,
St Andrews Business Park,
Thorpe St Andrew,
Norwich
NR7 0HR

Bankers

Barclays plc
5 – 7 Red Lion Street,
Norwich
NR1 3QH.

Photo: EFDSS Celidh, Norwich Summer Sessions 2023 (Mary Doggett)

THANK YOU

Special thanks to our business supporters and partners:

Art Angels Publishing
Norwich Business Improvement District
Norwich City Council
Norfolk Music Hub

Special thanks to our 22/23 funders:

Arts Council England
Anguish's Educational Foundation
Garfield Weston Foundation
Geoffrey Watling Charity
King Cullimore Charitable Trust
Norfolk Community Foundation
Norfolk Music Hub
Norwich French Church Charity
Paul Bassham Charitable Trust
Three Monkies Trust

Special thanks to our 22/23 partner schools:

Drayton Junior School
Fawcett Primary School
George White Junior School
Mousehold Infant School
Queen's Hill Primary School
Thurton Primary School
Trumpington Meadows School
West Earlham Junior School
White Woman Lane Junior School

Thank you to all the organisations who continue to support us and fund our work, and to our ongoing partners. Thank you to everyone who has raised money for us, volunteered their valuable time and skills, and supported us financially. Because of your generosity we've been able to do more, whether that is give Sistema children more time each week, reach more people or create more opportunities.

We remain committed to working to create a country where everyone has access to the arts and culture, and people can thrive.

People, and the arts, continue to inspire us, and to drive everything we do.

Transforming Lives Through Arts Participation & Engagement

For more information about our work please visit our website:

norfolkcommunityarts.org.uk

Norfolk Community Arts Limited

England & Wales - Charity number 1089916

Accounts

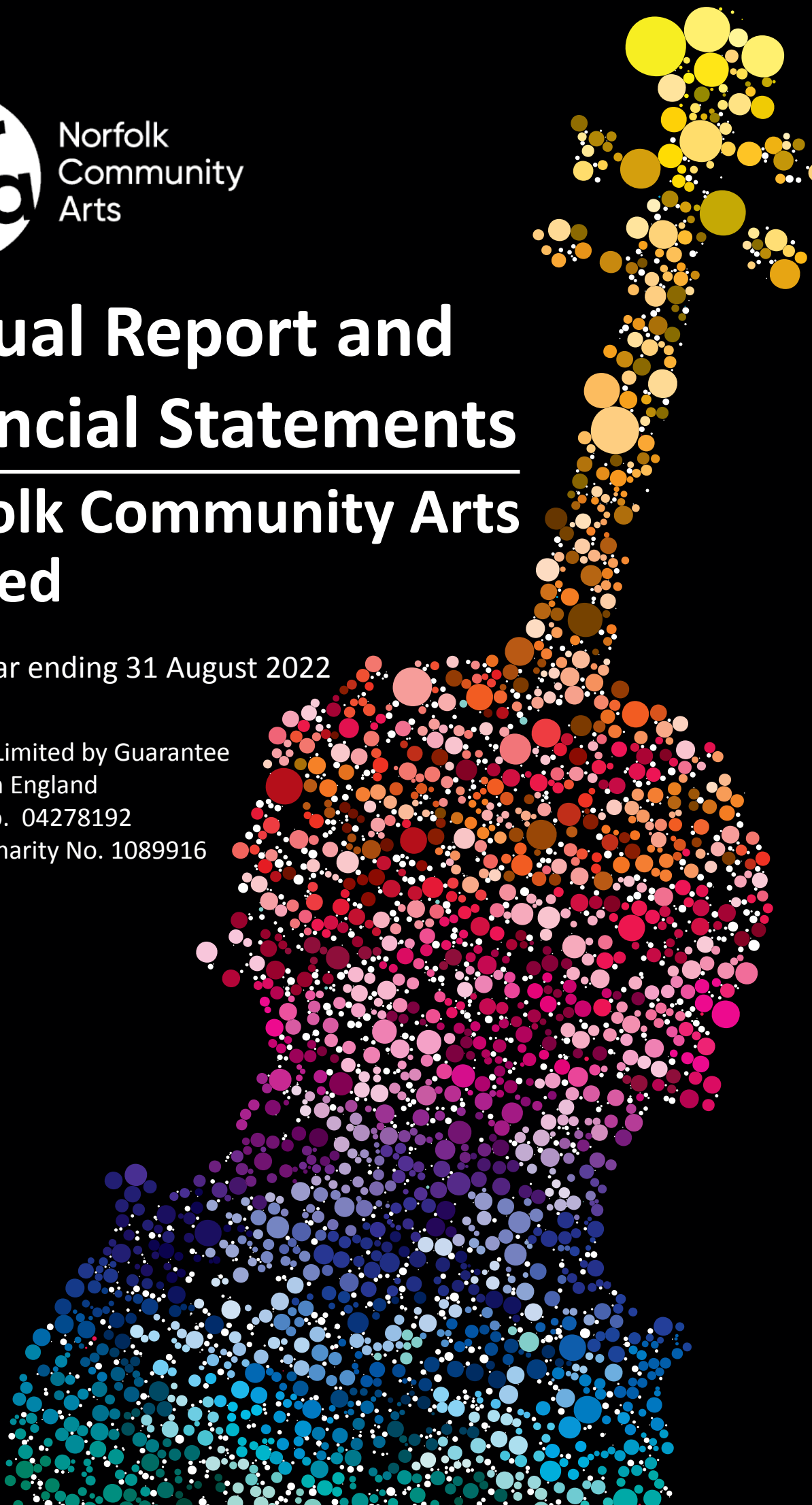
Norfolk Community Arts

Annual Report and Financial Statements

Norfolk Community Arts Limited

For the year ending 31 August 2022

A Company Limited by Guarantee
Registered in England
Company No. 04278192
Registered charity No. 1089916



Trustees Annual Report
(incorporating a director's report)

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Photo credits:
Anna Patteson: p7, p16, p20, p26
Insight Media: p18
Mary Doggett: Inside front cover, p7, p15, p22, p28

Introduction

Coming out of the pandemic, 21/22 saw a signficant period of change for the organisation, which has carried on into 22/23. Following advice from a local marketing organisation, the trustees decided to carry out a brand review of the charity. This led, in October 2022, to us changing our name to Norfolk Community Arts Limited (NORCA), and developing new branding for the charity and for the Sistema Norwich programme. Though not reflecting any less commitment to the delivery and objectives of Sistema Norwich, the change returned NORCA to being an overarching community arts organisation that runs a variety of programmes, one of which is our Sistema-inspired orchestral work. The trustees also recognised the need to review the way in which we meet our objects and the work we decide to do, to further develop our remit and create a new 3-year delivery plan to take the organisation forward, which we aim to have in place by September 2023.

After a lot of work to develop and consider options for a venue for the new Sistema Norwich nucleo, we settled on making modifications to Martineau Memorial Hall, so that the programme could be delivered from our existing building. Investing in three acoustic pods, and reopening a doorway to Martineau Hall, next door, gave us access to the space we needed. Although that means developing wider use of the venue to replace the lost income from desk hire, its conversion into a venue space has felt a very worthwhile process, with considerable potential for the building as a new focus for informal music learning and other cultural activity in the city.

The new Sistema Norwich nucleo opened in April 2022, with 28 children joining from our existing cohort. The summer term was a great opportunity to work out the logistics of how sessions and the wider programme would run in the new venue. We quickly started to see the sort of impact we had hoped for in terms of the level of attendance and culture of participation that grew up around the nucleo. That has continued to develop, with a new intake in September 2022, the introduction of peer-to-peer performances in February 2023 and a fantastic concert in March that for me really encapsulated the ethos of the programme. Returning to the Octagon Chapel, the Spring 2023 Concert brought together children from all three orchestral levels, performing separately and together, from soloist slots to full ensemble, and including our new choir.

The challenge of funding Sistema has become more and more evident. Though we had, and continue to have, amazing support from a number of funders and donors, we have had to take the decision to reduce the scale of our ambition, at least in the short-term, returning to our previous model of two sessions a week for all participating children (reducing the number of sessions for Youth Orchestra children). Implemented in April 2023, this change still means all children get 4 hours per week across instrumental lesson, general music, ensemble and choir, and we will continue to explore opportunities to extend what we can offer participating children. A new partnership to deliver the programme with Norfolk Music Hub has secured funding support to August 2024 and brought the Hub on board to offer oversight for the work, as well of the opportunity to develop Martineau Memorial Hall as a focus for orchestral music. This has made a signficant difference to our fundraising targets and made the programme more sustainable.

A number of members of staff subsequently decided to move on from Sistema, with Juan Gabriel Rojas (Sistema Norwich Musical Director), Al Watts (Sistema Norwich Programme Manager), Hebe Raval (Brass tutor) and Anouk Smit (Violin Tutor) all leaving. We want to thank them for all their work and wish them the best for the future. It has been fantastic to welcome Lisa Buckland (Violin tutor) and Eddie Baker (Brass tutor) to the team to fill the teaching roles.

The delivery of music education is also going through a period of change, with the pressure on school budgets and targets continuing to put pressure on the space and resources for

music. However, the introduction of a new National Plan for Music and the restructuring of the Music Hubs, both bring new initiatives and opportunities that we hope will support a more vibrant music education sector. Our curriculum provision has continued to grow, with Norfolk Community Arts Limited working with 2,500 children in 21/22, and adding Thurton Primary School and more latterly George White Junior School, to our school partners. We know there is considerable commitment from school leaders in providing a robust music education for their children, and we hope to be able to bring our innovative curriculum model to more schools.

In April 2022, we launched a new Youth Samba band, funded by the Arts Council England's Let's Create Platinum Jubilee Fund (via the Norfolk Community Foundation). For many of the participating young people it was the first activity outside school that they had engaged in since the pandemic, and it has been wonderful to see the band develop. The group performed to 10,000 people across two days at Norfolk's Platinum Jubilee celebration, A Royal Salute, which included an impromptu collaboration with the African Choir of Norfolk, and with carnival returning to the streets of Norwich, they participated in the Norwich Lord Mayor's Procession in July. Our ambition is to develop the music group into a full, children's carnival group.

Carnival has been a long-standing focus for the charity, and we have continued to work closely with the City Council and other partners on developing carnival in the city and county. As part of this development, NORCA will be running the Norwich Lord Mayor's Procession for the City Council for the first time in 2023. Following the removal of vehicles from the procession in 2019, 2022's carnival saw the City Council remove the crowd barriers, bringing a new energy to the city's largest community event.

2022 was the ninth year of Head Out Not Home, with the festival remaining on a Sunday for the second year. Whilst we faced a new challenge, from very hot weather, we continued to successfully build the event, in partnership with Norwich BID. We saw a 20% increase in audience from 2021 (despite a 30% reduction in city centre footfall) and the audience response clearly showed that they appreciated and enjoyed it. We were, once again, able to support an amazing range of up-and-coming artists through our Platform Acts, working in partnership with Access Creative College, Norfolk Music Hub and Young Norfolk Arts Trust. In April 2023, we launched an exciting new brand for the festival, Norwich Summer Sessions, and we look forward to what will be its tenth anniversary this summer. It is very much a team effort and I want to thank all our wonderful volunteers, stage managers, sound engineers and partners, especially Norwich BID.

The support of funders and donors is so vital to us being able to do what we do. I want to offer special thanks to all those who have supported our work in the last year, large or small, it is all important, appreciated and needed more than ever. These are hugely challenging times for our sector, with more pressure and demand than ever on funds and funders. As will be highlighted in our accounts, we have commited our resources to continue to support the people we work with, to further their creative ambitions and help them realise their potential, and to maintain our amazing team of tutors and core staff. There is a need for action to support the charity, education and arts sectors, if the work of organisations like ours is going to be able to continue. More availability of core funding means we can be better at what we do and more sustainable as organisations, and really be the agents of change we need to be.

The year has seen development of the board of trustees, welcoming Mark Hazell and, latterly, John Packman to the board, with Mark taking on the role of Chair. A charity's trustees are a vital part of overseeing the charity's work, and we continue to seek to develop the skills and experience of the board. We continue to work to recruit new trustees. I want to thank Stephen Morris (who stepped down in April 2023) for the expertise, dedicated focus and attention to detail that he has brought to the role. We wish him all the best in his new role at the Royal Opera House.

Finally, I want to say a big thank you, again, to our team, for their work over what has continued to be a challenging period.

Marcus Patteson
EXECUTIVE DIRECTOR

Our mission, vision and values

Our mission	We are dedicated to improving lives and communities through arts and culture.
Our vision	To create a world where arts and culture are an integral part of everyone's lives, and the people and communities we work with can live creative, healthy lives, and fulfil their potential, regardless of background.
Our values	Our values are inclusivity, excellence, cooperation and nurture.

Inclusivity

Our work is founded on opportunity for all, regardless of background, situation or circumstances. We are committed to putting people at the heart of what we do and listening to their voices, so that our work is relevant and responds to their needs.

Excellence

The people and communities we work with deserve the highest, most professional quality of service or provision we can offer. We consistently work to ensure this, and make what we do better. We bring dedication, passion, innovation, inspiration and ambition to all our work.

Cooperation

All our work is built on cooperation, collaboration and respect, and always strives for a simple clear message supported by teamwork, and social responsibility.

Nurture

We create safe and supportive environments within which people can grow and develop. We facilitate and empower change for the people we work with.

Strategic Report

Strategic planning

Strategic planning takes place through the business planning process and cycle. This seeks to ensure that all our work has a robust case for support and theory of change, that it is well-planned and resourced, that it is coherent and cohesive, that it fits with local and national priorities, that it meets the needs of our communities and that everyone in the team is able to have input.

Although a new 3-year business plan was put in place for September 2022, developed with the support of a consultant from the Foundation for Social Improvement (FSI), it has become increasingingly clear that the ongoing aftermath of the pandemic and the challenging financial and fundraising environment, requires re-evaluation of our plans and ambitions. Initial work (first half of 22/23) focused on reformating the delivery of Sistema Norwich and developing new strategic partnerships. Work will now be undertaken to review the delivery the charity undertakes, develop new areas of work to meet our objects, and deliver a new business plan to take the charity forward.

Our approach

The focus of our strategy is to make a real difference to people's lives through arts participation and engagement. We have made four strategic choices, which underpin our approach in terms of directing the work we do and how we go about doing it:

1. **A focus on the impact of economic hardship, social disadvantage and lack of opportunity**
   - People who face social disadvantage experience the impact of that across their lives, from educational achievement and employability, to health issues and well-being. We want everyone to have access to arts and culture, in ways that are meaningful and relevant to their lives, especially those with the least resources. We want to design programmes that meet the needs of participants and bring about positive impact for them and their communities.

2. **An ethos of creativity and culture**
   - Artistic practice and creativity lie at the heart of all our activities. We work to promote the value of arts engagement and to create a wider, positive environment that is receptive to, and values, cultural engagement. We want to model the creative and cultural practice we espouse in how we operate as an organisation. We know that through innovation and creativity we can create lasting change.

3. **Partnership and collective action**
   - We recognise we can achieve more if we work with other people, whether other local organisations, parents of participants or professional artists. We will advocate for arts and culture in all aspects of people's lives, and develop the case to support the benefits of engagement in the arts and social impact through arts participation. We want to put collaboration at the heart of all our work.

4. **Being a high performing organisation**
   - We seek to maximise the impact of our available resources for our beneficiaries, not only financial resources but the skills and talents of our workforce and collaborators. We aim to be a dynamic, effective and responsive organisation, thinking outside the box, challenging expectations and received wisdom, and breaking new ground.

Strategic aims

We focus on five strategic aims, which drive our work:

1. Creating opportunities for participation and engagement in the arts, especially for those with least access: this is where change happens, at the creative coalface, through engagement in a creative practice.
2. Overcoming barriers to cultural engagement, including inequality of access to opportunities for financial reasons: making sure we reach those with the highest needs and the least access.
3. Supporting people on their creative journey and developing a culture of culture: creating an environment in which culture can thrive and grow, and be sustainable.
4. Making a difference to people lives: increasing social mobility, building resilience/wellbeing and generating community cohesion: putting diversity and inclusion at the heart of all our work.
5. Providing facilities and resources that further our work and support access.

Our projects, programmes and activities focus on these to different degrees, but ideally will draw on all of them. In some cases, projects are developed that focus on one, specifically.

We believe the best way to achieve our objectives is through direct work with individuals and communities, aimed at giving them more opportunities to thrive, and building their skills and capabilities. This work, however, needs to be framed within a wider culture, that nurtures and supports growth, includes partnerships to support or deliver programmes, and influences policy makers in their choices over resources and policy direction.

We seek to support people in developing the building blocks of healthy, successful, creative lives, raising aspiration and fulfilling potential. We aim to give people the skills and resources to overcome the challenges they face and live better lives, including ones rich in the arts.

Theory of change

Our work is grounded in research by the Young Foundation which identifies the fundamental importance of social and emotional capabilities in the achievement of other outcomes, including educational attainment, health and employment status. That research also establishes that these capabilties are seen as important by participants, who therefore recognise the value in investing time in developing them. Although their research is focussed on young people, it holds as being applicable across the whole of people's lives.

The arts are recognised as supporting the development of social and emotional capabilities, e.g. Sue Hallam, The Power of Music, 2010. A deeper evidence base is being developed, across a range of genres, and we will be looking to contribute to this through our own evaluation.

The difference we make

Our strategy focuses our work on improving people's lives through arts participation and engagement, and developing a culture of artistic engagement and practice for all. We frame the impact of our work by viewing it through four strategic 'lenses':

Artistic development and lived experience of culture

Artistic practice, in some shape or form, is at the heart of all our work. The areas where we want to have an impact include:

- Developing artistic proficiency
- Developing experience of culture
- Developing creativity and wider artistic skills

Increasing social mobility

For us, social mobility is about people having every chance to be the best they can be. It's about the opportunity to succeed; about changing the way people think, act and engage, so they can realise talents and potential. The areas where we want to have an impact include:

- Creating opportunity where people have limited or no opportunity
- Developing skills and social and emotional capabilities
- Gearing transformation towards self-sustaining and virtuous-circles, such as increasing aspiration and developing confidence
- Increasing achievement across the whole of people's lives
- Offering positive role models and positive activity

Building resilience and wellbeing

The stresses and pressures of modern life can bring all sorts of health issues, particularly relating to mental health, and socially disadvantaged areas are often seen to have greater health inequalities. The areas where we want to have an impact include:

- Mental health and emotional wellbeing
- Developing confidence, communication, agency and resilience

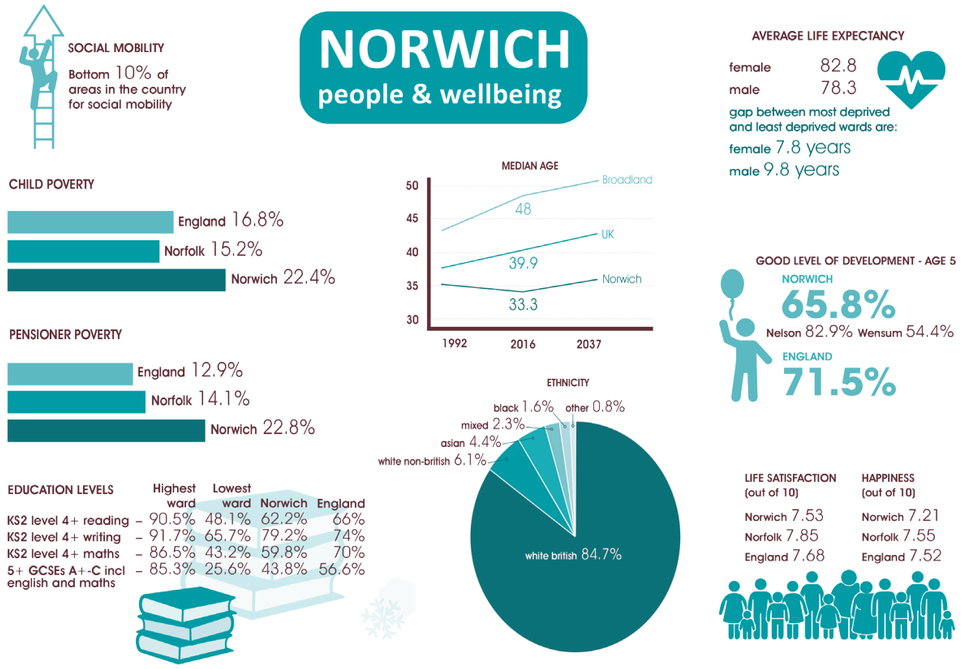
Creating an environment of arts participation and cultural engagement

Bringing about change is not just about focused programmes, but creating a climate of cultural participation, and recognising the value of culture to people's lives. We want to make sure people (especially young people) have pathways to further opportunities and growth. We want to be part of a thriving community with arts and culture at its heart. The areas where we want to have an impact include:

- Increasing the public profile and audience for culture, to widen exposure and engagement
- Encouraging wider participation through volunteering
- Increasing the sense of value for arts and culture
- Encouraging people to get involved in the arts
- Celebrating diverse cultures
- Developing youth leadership
- Influencing policy

The context for our work

Our work is informed by local, national and international contexts. Most of that work is focussed on the city of Norwich, so the following profile of the city provides the context for how we have developed and shaped our work to meet key priorities, along with influencing what future programmes we might develop.



In terms of the charity's vision, mission and aims, the following are key aspects that support, direct and influence our work.

Deprivation and poverty

- 20% of the city's LSOAs* are in the most deprived 10% (40% in most deprived 20%) nationally, putting the city as a whole, into the most deprived 16% nationally.
- Norwich is in the bottom 10% of areas in the country for social mobility
- Child and pensioner poverty are significantly worse than the national average - the children's sub-domain of IMD puts Norwich in the most deprived 2% nationally.

** LSOA's or Lower Layer Super Output Areas, divide up the UK into areas of simillar population size.*

Health

- Suicide higher than the national average
- Life expectancy for men is significantly lower than the national average
- 20% of children in Year 6 are classified as obese (up 5% on 2015)
- High rate of teenage pregnancy
- Life satisfaction and happiness are both below the national average

Education and young people

- Educational achievement and child development are well below the national average
- Research carried out by Norwich City Council (Warmint Report, 1997 & 2007) identified low self-esteem, confidence and aspiration being a particular issue for young people in the city
- Only 4% of young people learning to play an instrument in Norfolk are on free school meals (whereas 22% of children in Norfolk are on free school meals)

Arts engagement
Norwich is perceived as being higher than the national average both regarding arts participation (time spent doing a creative activity, 41% compared to 35% nationally) and attendance (attending an event or performance, 63% compared to 53% nationally). There is however, considerable variation across the city's communities, which can mean a significant proportion of the city have less access, and Government research into taking part in the arts shows a clear link between low attendance and deprivation, with lowest attendance (59%) in the most deprived 10%, and increasing with each decile. Norwich, however, is considered a cultural 'hot spot' in terms of the Arts Council's priorities.

Young people's mental health
Even before the pandemic, a number of observers reported a significant increase in mental health issues for young people, many of them associated with the increasing academic pressure and the impact of social media. Figures from the Children's Commissioner identify that 1 in 6 children aged 5-19 had a probable mental health disorder in 2020 (up from 1 in 9 in 2017), and that there had been a 35% increase in referrals to children's mental health services.

UNESCO City of Literature / City of Stories
Norwich was the second City of Literature in the UK and the first in England. Designated as a place of one thousand years of stories and literary firsts, of debate, foment and revolution, a place whose denizens were known for their non-conformism and 'do different' spirit. Work around the designation is led by the National Centre for Writing. It has led to the rebranding of Norwich as the 'city of stories'.

Impact of the pandemic:
Covid-19 is generally recognised to have had a significant impact on mental health and social isolation.

Curriculum music
The curriculum music offer, particularly at primary school, is generally considered to be substandard and an area where an organisation like ours can have a significant impact. Issues include non-specialist teachers, lack of training for teachers, unimaginative realisation of the curriculum and a lack of confidence in the subject. There is a notable lack of uptake of music as a GCSE (despite 64% of young people considering themselves musical and music being one of their favourite passtimes (see below)), significantly lower, for example, than art. The new National Plan for Music will be implemented from Sep 23 and may bring new opportunities.

Sistema-inspired programmes
Sistema Norwich grew out of a national, UK government initiative (In Harmony) that sought to apply the principles of El Sistema in an English context. Within the UK there are 7 Sistema-inspired programmes, including programmes in Scotland and Wales. Sistema has an international dimension, with programmes throughout Europe and the world.

National economy
The narrative around the worsening economic picture, with a higher cost of living, rising inflation, greater use of food banks and a widening gap between rich and poor, all speaks to a greater need and opportunity for arts interventions around health and social mobility, versus pressure on funding.

Place making and Norwich 2040
The concept of placemaking has been a growing national initiative and part of Norwich's make up for over 20 years. The approach is rooted in community-based participation, and brings together diverse people, including professionals, elected officials, local groups, residents, and businesses, to improve a community's cultural, economic, social and environmental situation. Norwich 2040 provides a vision for the city, with 'a creative city' one of five key themes.

The status of the arts
How the arts are regarded varies across different sectors, policymakers and the general public. More work is needed to test this and advocate for the arts.

- There is a trend towards a reduction in the presence of arts subjects in the curriculum (e.g. the English Baccalaureate, which has no arts subjects in it)
- In 2019, the creative industries made up 6% of the UK economy (£115bn), an increase of 44% on 2010, and employed over two million people
- Music is young people's favourite pastime, with 32% classing it as their favourite activity. 64% consider themselves musical and 90% listen to music every week (with 97% engaging with music in some way in any given week)
- 24% of people do not engage in the arts at all and 15% only engage once a year.

Achievements and performance in 2021/22

Our work in 21/22 continued to be impacted by the aftermath of the pandemic, with that impact differing across the various settings in which we work. We found there were reduced levels of participation and challenges to recruiting and engaging young people, and a considerable amount of our focus was taken up by the shift in delivery and models, and associated challenges of funding and resources, post-pandemic.

A focus on disadvantage and lack of opportunity

Sistema Norwich

- The new community nucleo model was completed and implemented, bringing all our Sistema delivery together in one centre.
- Martineau Memorial Hall was developed as the location for the new nucleo (in the absence of other options) with modifications made to increase the number of spaces for teaching in the building, particularly adding three acoustic pods.
- Online delivery enabled us to main engagement where we could not get to work with children face-to-face (due to lack of a venue). This continued through Musico, supporting both static resources and live lessons. In April 2022, we moved to Practice Space.
- A hybrid mix of online and face to face delivery enabled us to deliver 1,500 tutor hours (550 online) with children getting between 2 and 7 hours of music each week.
- We held our first concert for over a year, using the Grand Hall at Martineau Memorial Hall for the first time.
- 83 children and young people took part in the programme from areas of deprivation, with 32 registering for the pilot term of the new nucleo in April 2022 and a waiting list of 40 for September 2022 (25% on free school meals).

Carnival and Outdoor Arts

- Developed a new Youth Samba Band with funding from the Arts Council's Let's Create Platinum Jubilee Fund.
- Carnival development work was focussed on project and activity development with schools, community groups and a range of organisations.

Other

- Offered young people the opportunity to perform as part of Head Out Not Home (Platform acts).

To be a high performing organisation

- Governance review completed by trustees.
- Strategic planning for new 3-year business plan completed, supported by the Foundation for Social Improvement (FSI) and new plan put in place for Sep 2022.
- Recruited one new trustee.

An ethos of creativity and culture

Sistema Norwich

- Developed a new home for Sistema at Martineau Memorial Hall and established this as the base of the programme.
- Significant Tutor and programme development whilst full delivery could not proceed.
- Developed a tutor ensemble and delivered innovative 'Jukebox' concerts.

Curriculum and extra curricular music

- Delivery in eight primary schools, including six whole school offers.
- 2,550 children received provision, with over 2,650 tutor hours of music delivery.
- 100 children across 3 schools took part in after-school clubs, delivering 106 tutor hours.
- Updated our model curriculum, including ensuring that instrument focussed lessons achieve curriculum objectives and give solid grounding in all aspects of musicality.

Carnival and Outdoor Arts

- Developed a new (ongoing) Samba band for young people (10+ yrs), with 38 children engaging with the taster sessions and 12 joining the core band. The band took part in Norfolk's Jubilee celebration (A Royal Salute), performing to 10,000 people as part of a 30-minute show, and in the Norwich Lord Mayor's Procession.
- Supported the artistic content of the Norwich Lord Mayor's Procession.
- Took Ulysses Street Show into two primary schools and a special school, performing to 350 children and working with the schools to develop curriculum materials to support the experience for young people.
- Delivered Head Out Not Home 2022, with 44 acts performing over 7 weeks, a total audience of around 12,200 people and 115 artists supported. This represented a 20% increase in audience despite a 30% decrease in city centre footfall, and 96% of the surveyed audience rating the event at 7+ out of 10 (75% at 9 or 10).
- 12 up and coming artists/bands had the chance to perform as part of the HONH Platform acts.

Partnership and collective action

Sistema Norwich

- Parental engagement developed through our Musical Chairs, side-by-side sessions and open days.
- New partnerships developed to promote the new nucleo and recruit participants.
- Maintained and continued to lead the UK Sistema-inspired programmes network with three meetings over the year.

Curriculum Music

- 7 school partners for curriculum provision.
- 2 further school partners for after-school clubs.

Carnival and Outdoor Arts

- Partnership with Norwich City Council, Norwich BID, Rabo de Foguete and other local carnival organisations to develop carnival and outdoor arts activity in the city continued.
- Partnerships with Access Creative College, Young Norfolk Arts and Norfolk Music Hub for the HONH Platform stage, supporting emerging talent.

Programme Delivery 2021/22

Sistema in Norwich orchestral provision

Location	Instruments	Details (a/s = after-school, in = in-school)
Sistema Norwich Nucleo		
Martineau Memorial Hall	Violin, viola, cello, double bass, wind, brass, percussion and piano	Online for Autumn term. New centre opened in April 2022 Tues to Fri - after school Saturday: 10am to 1pm Sessions: Instrumental lesson, general musicality, ensemble and choir. Beginner/Intermediate: 4hrs/week Youth orchestra: 7hrs/week

Curriculum and extra-curricular music provision

Location	Instruments	Details
Curriculum Provision		
Queen's Hill Primary	Digital, ukulele, samba and general music	30mins/class for all children from Reception to Yr6
White Woman Lane Junior	Samba drumming	Yr6, 30 mins/week
Thurton Primary School	Curriculum music	Whole school, 1 hour/week
West Earlham Junior	General music Samba drumming	Whole school on rotation Yr 5
Mousehold Infants	Ukulele & Samba drumming	Yr1, 30 minutes/week Yr2, 30 minutes/week
Trumpington Meadows Primary (Cambridge)	Curriculum music	Whole school, 1 hour/week
Fawcett Primary (Cambridge)	Curriculum music	Whole school, 1 hour/week
Bewick Bridge Primary (Cambridge)	Curriculum music	Whole school, 45 minutes/week
Other		
Drayton Junior and White Woman Lane Junior	Samba drumming	After school clubs, weekly
Queen's Hill Primary	Ukulele and instrument making	After school clubs, summer term
Jane Austen College	African drumming, instrument making and dance	Yr 6 transition summer school, 3 days

Other programme delivery

The previous table summarises our music provision during the 2021/22 academic year.

Extension activities

Curriculum focussed work provides an excellent platform for introducing young people to cutural activity, including music and learning to play an instrument, as well as laying the basis of cultural education, but long-term engagement in culture needs a range of opportunities that support the extension of this engagement. These extension activities are often the focus of programmes of work, so that they join up, offer progression and ensure opportunities of access.

What we can offer by way of extension activities varies depending on the resources and opportunities available, what programmes we have been able to develop and what interest there is from partners in running activities.

Key extension activities:

- ***Sistema Norwich***

  Sistema is effectively an extension opportunity. It offers young people who have had some engagement through activities such as whole class ensemble tuition (WCET) or individual music lessons, progression to a longer-term, deeper engagement in learning to play an instrument through being part of an orchestra.

  Recent partnership development with the Norfolk Music Hub will strengthen this, with Sistema provision being part of the progression route for young people looking to engage with orchestral music, whilst we seek to further develop and improve this connectivity.

Key extension activities (cont):

- ***Performance***

  Performance is often part of extending activities, both taking part in performances and experiencing a range of performance. Where appropriate, projects or activities often culminate in some form of performance, or link to performance opportunities. Initiatives like Head Out Not Home enable us to offer performance platforms as part of our wider provision.

  Significant performance development as part of Sistema is a key area, offering the chance to work with professional musicians and ensembles, and expand the peformance opportunities connected to the programme, as well as engagement with other organisations and audience development.

- ***Opera & other projects***

  Developing intensive projects that facilitate a deeper and more extensive engagement with culture, offer the opportunity to not only further artistic progression goals, but also support wider curriculum and social impact aims. Our opera work (based on the Royal Opera House's Write an Opera model) is a perfect example.

- ***Carnival & Samba***

  A number of our schools (e.g. Wensum Junior, West Earlham Junior) have engaged in longer-term carnival participation, often through project work in-school leading to taking part in the Norwich Lord Mayor's Procession.

  In April 2022, we developed a new weekly Youth Samba workshop (and band) and our goal is to develop this into a new youth carnival group (adding costume and dance to the offer).

Impact

Evaluation and Monitoring

Evaluation and monitoring is vital for all the programmes and projects we run. At times we have had the resources to commission larger pieces of evaluation work, particularly in support of measuring the impact of Sistema provision, such as engaging the University of East Anglia Department of Psychology to assess the Teen Sistema Pilot in 2014. Putting a comprehensive, long-term evaluation framework into place, and commissioning support for this, is a priority for the Sistema programme, to be able to better demonstrate the impact that our work has on participants.

Our first step has been to make our own evaluation and monitoring more robust, by incorporating the evaluation methodoloy developed by Nucleo, the Sistema-inspired programme based in North Kensington (London), who in turn have been working with Soundsense (a national association for community music).

Norfolk Community Arts Limited has considerable experience of measuring impact, including a raft of evaluative measures to support measuring social impact. Typical approaches include:

- demographic information at registration
- questionnaires at the beginning, end and key monitoring points of projects
- verbal feedback at the end of sessions
- self-assessment approaches, such as Shooting Star
- tutor evaluation, assessment and input
- focus group discussions
- one to one interviews
- tracking young people over time
- portfolios of photos and video
- youth panels / forums

We look at impact through four lenses that enable us to frame the aim of improving lives - the key differences we are looking to achieve, across artistic and social, individual and community.

Artistic development and lived experience of culture
Developing proficiency – Building experience – Growing creativity

This is about ensuring our work builds artistic proficiency and experience:

- Sistema participation had an 90% attendance level.
- Self-assessment by Sistema participants indicated significant increases in their ability across music knowledge, instrumental skills, rehearsal and practice skills and performance skills, with these assessments backed up by similar reports from parents (55% av. score increase).
- Feedback and monitoring of curriculum delivery has seen consistent levels of engagement and enjoyment amongst children and young people (92%) and a significant number keen for more opportunities, e.g. after school activities (72%).
- Head Out Not Home gave a platform to 12 up-and-coming musicians and supported 115 artists overall.
- The Youth Samba Band supported the engagement of 38 young people in a new, ongoing music opportunity, and performed to 40,000 people in 2022. The band has run for a year with 12 participants taking part in the longer- term.

Increasing social mobility
Creating opportunity – Raising aspirations – Overcoming barriers

- 94% of children taking part in Sistema stated that they would not otherwise be able to learn to play a musical instrument (mostly for financial reasons)
- 25% of children taking part in Sistema are on free school meals (well above the Norfolk average of 4% participating in learning a musical instrument)
- 10% of Sistema participants are identified as having a special educational need
- 28% of Sistema participants are from ethnic minority backgrounds and another 17% from non-British, white backgrounds, indicating that the programme is drawing in more diverse participants than the figures for the city as a whole.

Building resilience and wellbeing
Developing confidence – Beating stress – Reducing isolation

- 83% of children reported being happy or very happy taking part in Sistema
- 70% of children participating in Sistema showed increased confidence, as reflected in young people's self-assessment, parental assessment and tutor observation, with an average increase of 50% in their rating of their confidence over the year.
- 80% of Sistema participants exhibited increased external resilience, measured through self-assessment, parental assessment and tutor observation.
- All Sistema children demonstrated indicators of increased aspiration (parental survey) with increases across the board around engagement, willingness to practice, sense of direction, and enthusiasm for music.

Creating an environment of arts participation and cultural engagement
Growing audiences – Building communities – Embedding in education

- Audience development connected to Sistema has been limited, with performances only restarting in July 2022.
- 2022 saw an increase in the marketing of Head Out Not Home, with a 20% increase in audience from 2021 (against a 30% decrease in city centre footfall). 12,200 people (estimate from headcount) attended in 2022 (10,100 in 2021).
- 52% of the HONH audience came into Norwich specifically for the event. 26% had not been to a live event in the last 6 months, indicating a return to live events post-pandemic. 75% scored the event as 9 or 10 (out of 10), and 96% as 7+.
- Whilst in-school projects planned for summer 2022 were not able to take place (due to pandemic-related issues) these have been postponed to 2023, offering the chance for building school engagement with intesive artistic activity (carnival and opera).

Plans and objectives for 2022/23 and progress to date

A focus on disadvantage and lack of opportunity

Sistema Norwich

- Continue to develop the new format of Sistema Norwich based around a single, city-wide nucleo, adapting the delivery plan (staffing and logistics) to make the programme more sustainable under the current conditions, and developing a plan to support the growth of the nucleo over the next 3 years.
  - In April 2023, Youth Orchestra provision was reduced so that all participants now have to two sessions per week and the programme runs Tuesday to Thursday after school.
  - A new partnership to run the programme has been developed with the Norfolk Music Hub and came into effect from 1 April 2023.
- Recruit new beginner intake at key points (Sep 2022 and Sep 2023) from target areas.
  - 28 children joined the induction carousel in Sep 2022, with 92% carrying on to full involvement. There were 20 children registered for the Sep 2023 intake, by May.
- Establish ongoing recruitment to the Crescendo and Youth Orchestra levels by children from target areas who already have some engagement with an instrument (Grade 1+).
- Develop youth voice and leadership work as part of the new nucleo delivery.
- Explore commissioning an external evaluation of the programme, including working with key partners, such as the University of East Anglia.

Curriculum Music

- Continue to develop our curriculum music offer and update our model, including exploring the opportunities presented by the implementation of the new National Plan for Music (September 2023).
- Increase the number of schools we work with, and identify other opportunities to develop our work portfolio (e.g. contracted work from the Music Hub).
  - Two schools were added in 2022/23, with others interested, and work contracted by the Music Hub.

Carnival and Outdoor Arts

- Work with Norwich City Council on carnival development connected to the Norwich Lord Mayor's Procession.
  - For 2023, this has included bid development and taking on running the procession for the council, along with artistic direction support for related project work.
- Continue to run the Youth Samba Band and develop this into a children's carnival group by adding costume and dance to the offer.
- Develop wider initiative to support a longer-term vision for carnival in Norfolk, e.g. a collective of carnival artists, access to space and a longer-term funding proposal.

Other

- Relaunch the Sew Creative, intergenerational makers group.
- Carry out wider consultation with young people about engagement in music and use this to develop our music offer.
- Develop a range of new projects or programmes following review of remit and opportunities.

An ethos of creativity and culture

Sistema Norwich

- Create a new identity and brand for the Sistema programme around the single nucleo model and develop a community engagement plan to support wider engagement.
  * Sistema was rebranded, as part of a wider name change and rebranding of the charity.
- Performance-related development, including regular concerts and a festival, performances by tutor ensembles, collaborations with ensembles and professional musicians, and developing links with a range of local and national organisations.

Curriculum music

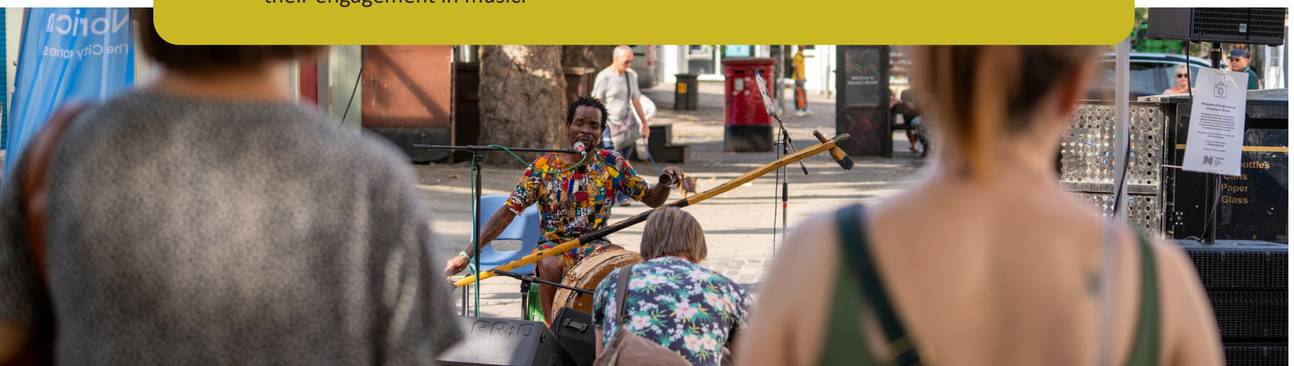
- Create better linkage between curriculum delivery and other offers, e.g. Sistema, Youth Samba.

Carnival and Outdoor Arts

- Develop carnival work for the summer of 2023, including promoting our offer to a range of potential clients, e.g. schools.
  * Funds have been secured to support the Youth Samba band and work developed with five carnival artists across four groups/organisations as we continue to develop bids to support this work.
- Continue to support and develop local carnival and outdoor arts groups, along with activities to support engagement in carnival arts.
- Maintain youth samba band and develop into a full, children's carnival group.
  * Funding from Norwich City Council has enabled the band to continue up to July 2023, and part of the funds are secured for 23/24. Bids for the wider carnival group are being developed and submitted.
- Deliver Head Out Not Home 2023, continuing to explore and innovate the event as a platform for music and street theatre, and increasing our own visibility.
  * A new brand for HONH, Norwich Summer Sessions was developed with Norwich BID and launched in April 2023. A full and diverse programme has been put in place for the festival in 2023.

Other

- Promotion of the new centre and development of venue hire/use outside of Sistema use particularly connected to income development and wider engagement in culture.
  * Proposal for Martineau Memorial Hall to become a focus for the Norfolk Music Hub's orchestral and ensemble provision from Sep 2024.
- Work to promote the value of cultural engagement and role of culture in enriching lives (e.g. social media, events, etc.).
- Restart a year round programme of 'open' activity, offering a range of opportunties for artistic engagement and development
  * New sessions started in April 2023, including a Jazz Improvisation workshop for young people.
  * Funding sought to carry out a significant consultation exercise with young people on their engagement in music.



Partnership and collective action

Sistema Norwich

- Develop and implement a new parental engagement plan centred around new nucleo.
  * A programme of side-by-side sessions (Musical Chairs), open sessions and rehearsals, one-to-one with tutors and other interactions developed.
- Develop our youth voice, youth forum and leadership work to ensure young people's voices are included in the development of the programme.
  * Funding proposal developed and submitted to funders, April 2023.
- Reinstate our volunteer programme.
  * 2 new Sistema volunteers.
- Continue to build our partnership with the Norfolk Music Hub, both to support participation in the Norwich nucleo and to explore opportunities for expansion.
  * Development of new partnership to deliver Sistema Norwich with Music Hub taking on oversight of the programme.
- Continue to support and develop the UK Sistema network, in discussion with programmes, including opportunities for partnership projects and interactions.
- Support Sistema Europe's Project Working Groups, e.g. teacher exchanges.

Curriculum Music

- Reinforce and develop our school partnerships.
  * Significant work with schools on Music Development Plans for Sep 2023.

Carnival and Outdoor Arts

- Build on our partnership with Norwich City Council, Rabo de Foguete and other local carnival organisations to develop a long-term (3-year) vision and plan for carnival and outdoor arts in the city, including development of the Norfolk Carnival Collective.
- Reinvigorate our volunteer engagement in Head Out Not Home/Norwich Summer Sessions.

Other

- Increase our pool of volunteers.

To be a high performing organisation

- Implement the findings of the branding review.
  * As are result of the review, the charity changed its name to Norfolk Community Arts Limited (NORCA) in Oct 2022, and new branding was developed for both the charity and the Sistema Norwich programme.
  * A new website was developed and launched in April 2023, along with a full move to the new url, email addresses and brand identity.
- Review how the charity's objects are met through the work we decide to do, to establish a clear and coherent remit and set out a plan for the next 3 years.
- Revise the business plan to reflect the current climate and the new delivery plan.
- Improve our trustee recruitment to manage the turnover in the Trustee board.
  * Two new trustees joined the board (Jun 22 and Nov 23), including a new Chair. A number of other interested parties have come forward, with the existing, long-standing trustees expected to step down by Sep 2023.
- Develop our youth representation at the Trustee board and sub-groups with at least one young person recruited by July 2024.

Governance, structure and management

Legal status and objects

Norfolk Community Arts Limited is a company limited by guarantee and a charity registered in England and Wales. The organisation was established in 2001. It is governed by its Memorandum and Articles of Association, with the charity's objects reviewed and revised in 2020. These are:

- To advance the education of the public in the arts (including music, dance, visual art, computer art, creative writing and theatre);
- To promote the beneficial effects of arts participation for health;
- To promote the use of the arts for community capacity building, and urban and rural regeneration;
- To provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended, by providing and assisting in the provision of facilities for the performance, rehearsal and practice of and other participation in the arts;
- To further such other charitable purposes as the Charity may from time to time decide.

In Oct 2022, the name of the charity was changed from NORCA and Sistema in Norwich Limited to Norfolk Community Arts Limited.

Public benefit

The trustees have a duty to report on how our organisation's charitable objects have been carried out, for the public benefit, and to follow the guidance from the Charity Commission on the provision of Public benefit requirement under the Charities Act 2011, and the Trustees confirm that they have complied with this duty.

Under the Objects of the charity, the types of benefit that the objects promote are to:

- Advance participation in and appreciation of beneficiaries in a variety of artistic forms, including music, drama, dance, carnival and media;
- Provide access to artistic activity where there may have been some barrier to participation;
- Provide educational, personal and group development opportunities for beneficiaries through specific training programmes and by participation in artistic activities;
- Facilitate social integration and cohesion by providing opportunities for people from different backgrounds to participate in artistic activities together, fostering a better understanding of each other's backgrounds and cultures.

We demonstrate how we have met our principal objectives in our Strategic Report, by explaining why we focus on people facing disadvantage and subsequently reporting on our direct practice, work, policy and achievements with and on behalf of these people. People experiencing disadvantage face challenges that affect their physical and mental well-being. They are likely to have less opportunity and achieve less over their lives than other people. For this reason, we prioritise our work on their needs, so we can have the maximum positive impact and bring lasting change, not just for them but for our entire society.

Access and opportunity

The charity runs a mixture of closed and open activity. Whilst open programmes of activity can be accessed by the general public, closed programmes are focused on particular groups or communities. Where we can, we emphasise the widest possible engagement, as part of our ethos of social inclusion. In 2020 we expanded our geographical remit. Most beneficiaries are usually resident within Norfolk, particularly within the bounds of the City of Norwich, but we now have programmes of work in Cambridge and are in the process of discussing provision (or supporting provision) at other locations in England.

Governance, structure and management

The Trustee Board are the legal directors of the company. Membership of the Board of Trustees is under review, but there is currently no fixed term of office, with Trustees serving until they decide to step down. The Trustee Board has the responsibility for the governance and strategic direction of the charity, ensuring that it upholds its ethos and values and delivers its key objectives.

The Trustee Board understands that good governance is fundamental to the success of the charity and recognises the need for continuous review and improvement. This year the trustees completed a review of governance, based on the seven principles of the Charity Governance Code, with the findings either already implemented, or fed into the business planning process for the coming year.

Norfolk Community Arts Limited complies with its governing documents and all relevant governance-related legislation, and meets the requirements of charity regulators and best governance practice.

Operational management is delegated by the trustees to the Executive Director, who is accountable to the Trustee Board for its stewardship of the charity. The Executive Director and the Management Team attend Board and Committee meetings.

Recruitment and appointment of trustees (including any constitutional provisions)

Our trustee recruitment process seeks to engage and sustain a combination of specialists and generalists, to ensure that a full range of skills are included on the board for excellent governance. It is also important for us to enrol trustees who subscribe to, and are able to reinforce, our culture, our mission, policies and procedures. Our induction process involves supplying important documentation (job description for the role, most recent business plan, governing document, organisational structure, project archive report, current projects report) followed by a meeting with the Chair, deputy or other designated person, for familiarisation sessions on Norfolk Community Arts Limited's finance and existing/pending programmes and projects. New trustees are invited to visit a selection of projects to meet staff and participants and to attend a trustees' meeting as an observer. We are also investigating training for trustees to support our commitment to excellent governance.

Trustees are appointed through a transparent and rigorous recruitment and selection process and are elected by members at a trustees meeting. The recruitment of a number of young trustees is a key objective, as part of demonstrating our ongoing commitment to ensuring young people take part in the decisions that affect them.

Trustees deploy a wide range of skills, knowledge and experience essential to good governance, and the balance of expertise is kept under review. Collectively, the Trustee Board must demonstrate responsible leadership and judgement.

Trustees, Committee Members, the Chief Executive and the senior leadership team are expected to behave with the utmost integrity and professionalism, and at all times, to demonstrate their commitment to the goals and values of the charity.

All our trustees give their time voluntarily, as regards their position as trustee, and receive no rewards or benefits from Norfolk Community Arts Limited for the role. There is, however, provision in our constitution to pay trustees (so long as the number of trustees so engaged is a minimum). This was put in place to enable us to engage artists as trustees who might also at some time do some professional work for the organisation. For 2021/22, no such payments took place.

The Trustee Board held the expected, 4 full board meetings during the period, along with 3 finance sub-group and 3 planning/strategic meetings. Trustees who served during the year are listed on p48.

Young trustees

Our young trustees will be drawn from our services and participate at Board meetings, trustee strategic days, as well as being involved in recruitment of trustees and members of the senior leadership team. Young trustees will not have legal responsibilities or voting rights, but trustees will pay close attention to their input and advice. Their contributions will help shape the future direction of the organisation and its strategy.

Safety and Safeguarding

Norfolk Community Arts Limited is fully committed to ensuring the safety of all participants and staff, with comprehensive risk assessments for all activities, and all the appropriate policies and procedures. We take Safeguarding very seriously, with all staff and volunteers undertaking a DBS check, alongside annual training from Norfolk Safeguarding Children's Partnership, annual review of our Safeguarding policy and membership of our local Safeguarding partnership.

Delegation and sub-groups

The Board maintains a written schedule of matters reserved for the Trustee Board and sub-groups, which clearly defines specific areas for delegation. Sub-groups report to the Board on a regular basis. Our sub-groups are:

Sistema Norwich Steering Group
– is primarily responsible for supporting, overseeing and advising the delivery of Sistema in Norwich, enabling us to draw in diverse voices and experience to inform the work (currently suspended).

Finance sub-group
- is primarily responsible for all aspects of the charity's financial strategy and performance, ensuring that its resources are being properly and appropriately applied to its key objectives, and that there are sufficient reserves to fund our work.

Fundraising sub-group
– is primarily responsible for supporting, overseeing and advising on all matters relating to fundraising, including donor development, business sponsorship, the 'friends scheme' and events.

NORCA ORGANISATIONAL STRUCTURE
(March 2023)

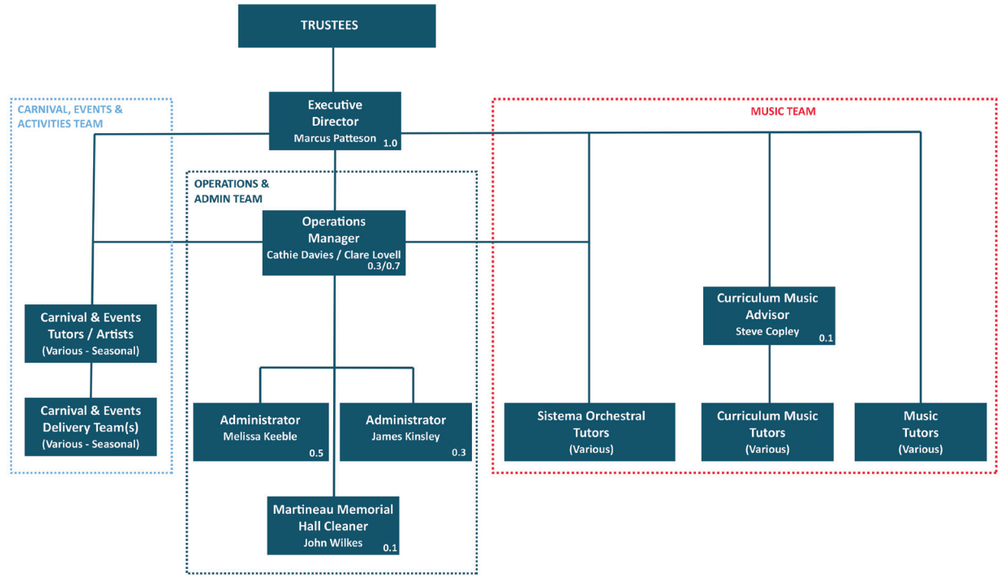


Fig 1: Organisational Structure

Employees

Norfolk Community Arts Limited believes that we can only achieve our strategic objectives by attracting and retaining skilled and experienced people across a range of functions. To this end, we are committed to ensuring that access to employment opportunities, training, reward and progression provides equality of opportunity for all employees.

Our staff development plan builds on previous work and focuses on workforce planning and development, and developing an action plan to support employee wellbeing. Measures we are looking to implement include:

- a training programme for all staff
- induction for new tutors
- supporting learning opportunities outside our own provision and which employees have identified
- offering coaching and mentoring to staff in relation to their professional duties
- other wellbeing oriented offers and opportunities, e.g. weekly yoga class, etc.

In October 2021, the role of Operations Manager became a temporary job share, to enable the post holder (Cathie Davies) to work remotely. This is reviewed every 3 months.

Equality, Diversity and Inclusion (EDI) is a central component of our strategic intent, and the new plan will seek to enhance EDI throughout the organisation, taking a holistic view that considers all stakeholders both internally and externally, assessing how we can best enhance policy, practice and procedure in the context of EDI, as well as a focus on the engagement and well-being of staff and volunteers. Key focus areas in the field of Equality, Diversity and Inclusion will be identified with a two-year action plan with specific objectives around what we want to achieve.

Volunteers

The support of volunteers is invaluable to our work. We ended the year with 48 active volunteers.

We continue to expand and diversify our volunteer programme, to ensure that volunteering at the charity is accessible and attractive to all. In the year ahead, we will be investing in the volunteer journey across our organisation, to ensure that our respected and valued volunteers have the very best experience with us.

Fundraising and supporter engagement

Fundraising and supporter engagement is becoming more and more important as part of our work, as the pressure on school budgets means that service income for Sistema Norwich further declined in 2021/22 with the move to a non-school-based provision. In 2022/23 we will continue to look to develop long-term relationships with our supporters and partners, ensuring we value and maximise the contribution of every individual, group or organisation.

The majority of our voluntary income last year was raised through Trusts and Foundations, individual support through regular or single gifts, legacies, support from companies, donations from organisations, and individual fundraising initiatives. We are hugely thankful for every gift and contribution.

We proactively comply with the Fundraising Regulator's voluntary regulation scheme, aligning all of our fundraising policies and practices with the Fundraising Codes of Conduct, along with complying with all related legislation and marketing regulations.

The majority of our fundraising activity has been led by staff at Norfolk Community Arts Limited. Most fundraising work is carried out by the Executive Director, though we have, at times, engaged freelance fundraiser support for the development of a number of bids. As part of our business plan development we will continue to review and refine our fundraising strategy, including the resources needed to most effectively delivery any resulting strategy. We expect an increased reliance on supporter engagement ('Friends', business supporters and fundraising events), and Trust and Foundation income.

We proactively monitor any fundraising undertaken on our behalf to comply with the Fundraising Regulator's voluntary regulation scheme. In the past year, we have not uncovered any failure by staff, volunteers, professional fundraisers or commercial participators to comply with these schemes and standards. We received no complaints relating to fundraising activities.

General Data Protection Regulation (GDPR)

Norfolk Community Arts Limited has put in place policies and procedures to ensure we comply with the General Data Protection Regulations 2018 (GDPR), following a review of how we handle information relating to our beneficiaries, supporters and staff, to ensure we are always honest and open about how we handle personal data and are taking appropriate measures to keep it safe and secure.

Remuneration

The senior management of the charity is the Executive Director, and the remuneration for this post is set by the trustees and reviewed on an annual basis.

We are a Living Wage employer and our pay system is underpinned by the Living Wage Foundation recommendations. We are committed to continuing to implement increases in the Living Wage, as directed by the Foundation.

Related parties and other key partnerships and organisations

In pursuit of our charitable objectives we work and collaborate with a range of other organisations and related parties. These are detailed below:

Related parties

Rabo de Foguete: Rabo de Foguete is a carnival and outdoor arts organisation run by Marcus Patteson. It is the vehicle through which Marcus delivers his own professional artistic practice, engaging a wider group of local musicians, makers, performers and carnival artists. The development of the group has been supported by Norfolk Community Arts Limited as part of our carnival and outdoor arts remit, and is a key partner in delivering that activity.

Key partner organisations

Norfolk Music Hub: Norfolk Community Arts Limited has been a partner in the Norfolk Music Hub since it was established in 2012. The Hub has been a vital source of funding for Sistema Norwich, as well as linking the programme to the wider world of music education in Norfolk, progression pathways and other opportunities. That partnership has further developed, with the hub taking on oversight of the Sistema Norwich programme from 1 April 2023, becoming a core funder, and linking the programme into their wider ensemble offer. NORCA has been a schools delivery partner for the Music Hub since 2012, however in 2020/21 they passed over the work we were delivering for them to us to manage directly. From Jan 2023, we have once again been contracted for some school delivery, due to capacity challenges, which is expected to continue in 23/24. The Hub also supports us by promoting our activities and concerts through their website and newsletters.

Norwich City Council: The City Council has been a key partner for the whole time that the charity has been in existence, including support for Waterloo Park Pavilion (2002-2006), our leadership of the community section of the City of Culture Bid (2011), Play Rangers (2009-2011) and the Sure Futures Consortium (2006-2008). Carnival has been a key area of partnership work, particularly focussed on the Norwich Lord Mayor's Procession, including the proposal that we deliver the procession for them in 2023. Norfolk Community Arts Limited has been a core-funded organisation for a number of years (for carnival development), a key partner in recent Arts Council funded projects, and continues to play a role in the cultural visioning for the city.

Norwich Business Improvement District (BID): Another important local partner, we work with Norwich BID to deliver a range of activity to promote the city centre, including Head Out Not Home, a summer festival of music and street performance that runs through July and August. 2022 was our ninth year running HONH, which has become an important feature of the city's annual calendar. As well as being a platform for local bands, an opportunity to bring in national acts and a platform to support our work around diversity, we have also developed an element, through other local partnerships, to support up-and-coming acts. We have been heavily involved in the rebranding on HONH as Norwich Summer Sessions for its 10th year in 2023, as well as supporting new initiatives, such as programming the music for Norwich Wine Week.

UK Sistema-inspired Programmes Network: Norfolk Community Arts Limited facilitates and organises this network of programmes that deliver Sisetma-inspired programmes, with the aim of supporting the sharing of best practice and fostering partnership between the programmes. The network current includes key programmes in England, Wales, Scotland and Ireland. As capacity allows we also look to engage in the European and world-wide networks (e.g. Sistema Europe).

Partnership and partner working is important to our ethos, and we have established and maintain good relationships with local arts and community arts organisations to achieve our goals and ambitions as a charity. These include Access Creative College, the Garage, Norwich

Arts Centre, Creative Arts East, Musical Keys, Lost in Translation Circus, Norfolk & Norwich Chamber Music, Young Norfolk Arts Trust, the National Centre for Writing, Norfolk and Norwich Festival and Norwich School. We have long-standing links with most schools in Norwich (particulalry primary schools) working closely with a number through Sistema and Curriculum music delivery (e.g. Catton Grove Primary School, Queen's Hill Primary School, Wensum Junior School and West Earlham Junior School).

Environmental statement

Norfolk Community Arts Limited works at a community and local level, seeking to minimise our impact on the environment through our environmental policy. Where our activities are most likely to cause a detrimental effect is mainly through transportation of people and goods and the operation of an office. We undertake to minimise our environmental load as much as possible. We elect to work largely within the City of Norwich and Greater Norwich, with locally based practitioners, minimising the environmental impact of transportation, through shorter journeys, lift shares and encouraging cycling. As our company vans reach the end of their lives we will take full account of environmental considerations in replacing them.

Principal risks and uncertainties

The Trustees have responsibility for ensuring that the charity maintains comprehensive risk management systems and that appropriate actions are being taken to manage and mitigate risks.

We have a formal risk management strategy that provides a robust framework through a risk register model, and subsequently managing risk across the charity. Norfolk Communty Arts Limited has an established system of internal controls that governs all of its operations. These controls have been designed to provide a reasonable level of assurance against the risk of error, fraud and inappropriate or ineffective use of resources. The Governance Risk Register is regularly reviewed by the Trustee Board to ensure transparency and challenge are inherent in the system.

The principal risks that have been identified in the Risk Register through their likelihood and impact on the charity are shown in table 1.

Risk	Examples of mitigating actions
• A child protection failure results in a child or young person being harmed	• Mandatory safeguarding training provided to all staff and volunteers and regular refresher courses for all direct practice staff • Safer recruitment processes in place, including review and sign-off of mandatory DBS checks • Protocols for recording in place • Specialist safeguarding resources, processes and structures in place • Annual Review of safeguarding practice • Internal audit of practice, ensuring compliance with regulatory frameworks and ensuring safeguarding policy and processes are implemented and communicated effectively
• Unable to grow unrestricted income to meet our objectives	• Develop a new supporter engagement approach and strategy • Ensure compliance with new GDPR regulations • Regular reviews of the external environment at both operational and governance levels • Strategic Business Plan and operational plans prioritise support for income generation
• Challenging funding environment results in receiving less funding than needed for our objectives, including cut backs in existing funding	• Build our fundraising capability and capacity • Develop collaborative partnerships • Be innovative, in services to beneficiaries, approaches and in the supporter and funding arenas • Develop evaluation to clearly define impact and support bids for funding • Develop models and approaches to be able to scale delivery
• We are unable to translate strategic intent into operational reality or achieve the impact we want with young people	• Ensure operational plans reflect strategic intent • Close monitoring of progress against operational plans and budget • Develop and implement a clear plan for staff development, including a formal appraisal system • Ensure 'Our People' plan supports delivery and instils culture of continuous improvement
• Not having the right personnel to function effectively, whether Trustees, core or delivery	• Ensure there is a robust and ongoing recruitment process for new trustees, with scoping to skills needed • Ensure there is a succession plan for key, senior roles • Develop and implement the 'Our People' plan to ensure training and support needs of staff are fully considered • Develop recruitment plan and protocol for new tutors, to improve availability and fit to our work

TABLE 1: RISKS AND MITIGATING ACTIONS

Financial review

Summary

Total income received for the year was £327,510 (2021: £584,278), which included £173,245 of restricted income (2021: £141,948) and £154,265 of unrestricted income (2021: £442,330). Expenditure totalled £475,534 (2021: £469,301), of which £258,245 was restricted (2021: £41,948) and £217,289 was unrestricted (2021: £427,353). This resulted in a deficit to funds totalling £148,024 (2021: £114,977 surplus). The carried forwards funds total £178,631 (2021: £361,655), of which £nil is restricted (2021: £120,000) and £178,631 is unrestricted (2021: £241,655).

Reserves Policy

The trustees will confirm and review on an annual basis the policy in respect of the reserves held by Norfolk Community Arts Limited, and to ensure that these are normally maintained at a minimum level equivalent to the essential activities of the organisation for a minimum three months, should all other income fail to materialise.

The charity's reserves target is £100,000. As at 31 August 2022, free reserves, being unrestricted funds less fixed assets, totalled £86,556 (2021: £219,958).

Trustees have authorised a lower level of reserves in the unprecedented circumstances facing the organisation, in order to safeguard the future of the charity and delivery of its services to its beneficiaries.

Extraordinary use of the reserves

In normal circumstances the reserve funds will not be used for the charity's day-to-day expenditure. The trustees may, by exception, allocate reserve funding to:

- Special projects requiring material financial commitments greater than normal revenue income may support; and
- Any other purpose which is appropriate for the maintenance of and/or growth of the organisation and for which a business case is presented to trustees.

Provided in each case that:

- The allocation of reserves shall be subject to resolution by the Board of Trustees in a meeting of the Board, which shall include electronic meetings and votes;
- The relevant investment from reserves shall be recovered over succeeding financial periods (and any decision by the Board to so allocate shall be subject to a plan for the recovery of the reserves being made at the same time).

Investment Policy

Norfolk Community Arts Limited's funding is typically on a short-term basis of 3 years or less, with the majority of funding being annual awards or funds from the provision of services. The organisation has no permanent endowment and provides for capital expenditure within annual budgets. The financial pressures created by the pandemic, along with investment in the charity's capacity, have reduced the funds available from the Janson Legacy meaning it is unlikely we will be in the position to invest funds. The policy is to retain funds as cash and place them in bank deposits at the best rate obtainable, taking into account the security of the deposit takers.

Small Companies Exemption

In preparing this report, the trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

.....

Mark Hazell

Chair of Trustees

Date: 30 June 2023

Independent Examiner's Report
to the Trustees of Norfolk Community Arts Limited

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 August 2022 which are set out on pages 32 to 46.

Respective responsibilities of trustees and examiner

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

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

Independent examiner's statement

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

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

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

We draw attention to Note 1b in the financial statements, which indicates the charity is facing financial challenges and has had to commit to it's own reserves. The charity is yet to secure funding needed to continue in operation, based on their current strategic action plan and is having to downscale and realise Charity assets. As stated in Note 1b, these events or conditions, along with other matters as set forth in Note 1b, indicate that a material uncertainty exists that may cast significant doubt on the charity's ability to continue as a going concern.

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

HWilkinson

Helena Wilkinson FCA DChA

Price Bailey LLP Chartered Accountants
Anglia House, 6 Central Avenue
St Andrews Business Park
Norwich
NR7 0HR

Date: 30 June 2023

Financial statements

STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDIUTRE FOR THE YEAR ENDED 31 AUGUST 2022

Income:	Note	Unrestricted Funds	Restricted Funds	2022 Total Funds	2021 Total Funds
		£	£	£	£
Donations and legacies	2	900	7,755	8,655	11,356
Income from charitable activities	3	135,840	165,490	301,330	453,121
Trading income	4	12,947	-	12,947	30,773
Investment income	5	578	-	578	7
Other income	6	4,000	-	4,000	89,021
Total income		**154,265**	**173,245**	**327,510**	**584,278**
Expenditure on charitable activities	7	217,289	258,245	475,534	469,301
Total expenditure		**217,289**	**258,245**	**475,534**	**469,301**
Net (expenditure) / income for the year, being movement in funds		**(63,024)**	**(85,000)**	**(148,024)**	**114,977**
Reconciliation of funds:					
Total funds brought forward		241,655	120,000	361,655	246,678
Prior year adjustment	16	-	(35,000)	(35,000)	-
Total funds carried forward	**14,15**	**178,631**	**-**	**178,631**	**361,655**

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 35 to 45 form part of these financial statements

COMPANY NUMBER: 04278192

BALANCE SHEET AS AT 31 AUGUST 2022

	Note	31 Aug 2022 £		31 Aug 2021 As restated £	
Fixed Assets					
Tangible assets	10		92,075		21,697
			92,075		21,697
Current assets					
Debtors	11	4,224		8,293	
Cash at bank and in hand		141,204		358,202	
		145,428		366,495	
Liabilities					
Creditors: amounts falling due within one year	12	(58,872)		(61,537)	
Net current assets			86,556		304,958
Total net assets			178,631		326,655
The funds of the charity:					
Restricted funds	14		-		85,000
Unrestricted funds	14		178,631		241,655
Total funds			178,631		326,655

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

The company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies and the directors acknowledge their responsibility for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small company's regime.

Approved by the trustees on **30 June 2023** and signed and authorised for issue on their behalf by:

Mark Hazell
Trustee (Chair)

The notes on pages 35 to 45 form part of these financial statements

STATEMENT OF CASH FLOWS YEAR ENDED 31 AUGUST 2022

	2022	2021
	£	£
Cash flows from operating activities:		
Net (expenditure)/income for the year (as per the SOFA)	(148,024)	114,977
Adjustments for:		
Depreciation charges	19,013	13,732
Loss on disposal of tangible fixed assets	264	
Decrease in debtors	4,069	9,246
Increase/(decrease) in creditors	(2,665)	20,185
Interest received	(578)	(7)
Net cash provided by operating activities	(127,921)	158,133
Cash flows from investing activities:		
Purchase of property, plant and equipment	(89,655)	(19,844)
Interest received	578	7
Net cash used in investing activities	(89,077)	(19,837)
Change in cash and cash equivalents in the reporting period	(216,998)	138,296
Cash and cash equivalents at the beginning of the period	358,202	219,906
Cash and cash equivalents at the end of the reporting period	141,204	358,202
Cash in hand	141,204	358,202
Total cash and cash equivalents at end of the period	141,204	358,202

Notes forming part of the Financial Statements for the year ended 31 August 2022

1 Accounting policies

The Charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office is Martineau Memorial Hall, 21 Colegate, Norwich, NR3 1BN. The registered company number is 04278192 and the registered charity number is 1089916.

In October 2022, the name of the charity was changed from NORCA and Sistema in Norwich Limited to Norfolk Community Arts Limited.

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - Charities SORP (FRS 102).

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

The financial statements are prepared in pounds sterling and are rounded to the nearest £.

b) Going concern

The Trustees have considered the going concern basis of preparation of the financial statements noting the fall in external funding, liquidity or cash flow problems and the need for additional funding.

The aftermath of the Coronavirus pandemic has continued to have an impact and, alongside other world events, has created challenges in terms of drawing in funds and rising costs. The change in the Sistema delivery model and its move to a reliance on funding (as opposed to service income through a school-based programme) at a time when funding has been much harder to gain, has been a significant issue. Funders have seen an increase on the demand for their funds, whilst many have less funds to distribute. As a result, many funders are revising their priorities and changing the way they distribute funds, and getting support for the Sistema Norwich programme, in particular, has been a challenge. In addition, the budgets of many organisations (e.g. schools) have been impacted by increased costs, both due to the pandemic and the cost of living crisis, leading to a reduction in what services they can afford.

Over 21/22 and 22/23, this has meant that the charity has had to commit its own reserves, including investing in the modification needed to Martineau Memorial Hall, to maintain its programmes of work, staff and core operation. Trustees have taken steps to respond to this situation, including reducing the scale of the Sistema programme, developing new partnerships to bring in resources, and seeking to reduce the charity's costs where they can. The position will continue to be challenging for the foreseeable future and will be closely monitored by trustees. A key development has been to go into partnership with the Norfolk Music Hub to deliver Sistema Norwich, securing a core of funds for the programme (until September 2024) and leaving NORCA with an achievable fundraising target to complete the funds needed. There have also been major developments with both Head Out Not Home (now rebranded as Norwich Summer Sessions) and our carnival work, as key areas of work and sources of income. In 2023, we have been commissioned to run the Norwich Lord Mayor's Procession for Norwich City Council, and alongside that work, we will be focusing on expanding our curriculum music offer and developing new programmes of work, including the use of Martineau Memorial Hall as a venue for arts activity. In the light of the current position, the trustees have put in place an action plan and budget (23/24) to stabilise the charity's financial position and offer a sustainable position from which the future of the charity can be decided. This will mean downscaling the core team and reducing to a core of activity, in the short term, and will require the charity to draw in funds that have not yet been secured, both through fundraising and the sale of assets that we no longer need. As part this the trustees will be working to renew the remit and scope of the charity and by September 2023 will put in place a new 3-year business plan. Though the year ahead has considerable challenges, the projected budget for 23/24 shows that with successful and achievable income development the charity will have enough resources for the next 12 months, while we work to rebuild and reassess the longer-term future of the charity.

Notes forming part of the Financial Statements for the year ended 31 August 2022 (continued)

1 Accounting policies (continued)

b) Going concern (continued)

At the date of these accounts being approved, July 2023, the company has sufficient cash to meet liabilities as they fall due, however in the short to medium term, being a period of not less than 12 months from the date of approval of these financial statements, the Charity has to commit to its own reserves and to downscale and realise the Charity's assets until such time that external funding are secured.

As with the Charity placing reliance on external funding, there can be no certainty that this funding will be secured hence creating a material uncertainty related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. At the date of approving these financial statements however, the Trustees are comfortable that the Charity will receive the required funding. On this basis the Trustees believe that the accounts should be prepared on a going concern basis.

c) Fund accounting

Funds held by the charity are:

- Unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Designated funds which are unrestricted funds earmarked by the trustees for particular purposes.
- Restricted funds which are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

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

d) Income

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

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from government and other grants are 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.

Income received in advance for a future fundraising event or for a grant received relating to the following period are deferred until the criteria for income recognition are met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place. Trading income is recognised on point of sale for both donated and purchased goods.

Notes forming part of the Financial Statements for the year ended 31 August 2022 (continued)

1 Accounting policies (continued)

d) Income (continued)

Rental income is recognised in the period to which the rental property is provided to the tenants.

For legacies, entitlement is taken on a case by case basis at the later of the date when the Charity is aware that probate has been granted, and either:
• the estate has been finalised and estate accounts have been received by the charity; or
• when a distribution is received from the estate.
Receipt of a legacy is only considered probable when the amount can be measured reliably.

e) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

Expenditure on charitable activities comprises of the costs incurred by the charity in the delivery of its activities and services for its beneficiaries, activities undertaken to further the purpose of the charity and their associated support costs.

Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

f) Tangible fixed assets

Assets which are intended to be of ongoing use to the Charity in carrying out its activities are capitalised as fixed assets. All purchased fixed assets are initially recorded at cost.

Assets donated for use by the charity are recognised as income when receivable and capitalised at their open market value.

g) Depreciation

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Fixtures and fittings	-25% Straight line
Fixtures and fittings - Mpods	-10% Straight line
Media equipment	-25% Straight line
Vehicles	-33% Straight line
Musical instruments	-33% Straight line
Leasehold improvements	- On a straight line basis over the period of the lease, up to the break clause, i.e. 5 years

h) Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered.

Prepayments are valued at the amount prepaid net of any discounts due. Accruing income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

Notes forming part of the Financial Statements for the year ended 31 August 2022 (continued)

1 Accounting policies (continued)

i) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

j) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any discounts due.

k) Pensions

The Charity provides a defined contribution pension scheme, whereby the charity and its staff each fund the scheme, managed by a third party provider, the assets of which are held by the provider separately from the assets of the charity. The pension charge in the financial statements represents the amounts payable by the charity to the fund in respect of the period.

l) Operating leases

Operating leases are recognised over the period of which the lease falls due.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

m) Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

n) Volunteers

The value of services provided by volunteers has not been included in these financial statements. Further details of their contribution is provided in the Trustees report.

o) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Fixed assets are recorded at depreciated historical cost.

p) Critical accounting estimates

The are no judgements or critical accounting esitmates which have been used in the preparation of these financial statements

Notes forming part of the Financial Statements for the year ended 31 August 2022 (continued)

2 Income from donation, grants and legacies	**2022**	**2021**
	£	**£**
Donations	8,655	11,356
Total	8,655	11,356

Income from donations, grants and legacies was £8,655 (2021: £11,356) of which £900 was unrestricted (2021: £408) and £7,755 restricted (2021: £10,948).

3 Income from charitable activities

	Unrestricted Funds 2022	**Restricted Funds 2022**	**Total Funds 2022**	**Unrestricted Funds 2021**	**Restricted Funds 2021 As restated**	**Total Funds 2021**
	£	**£**	**£**	**£**	**£**	**£**
Arts Council England	18,750	-	18,750	168,750	-	168,750
Berwich Bridge Primary School	-	-	-	20,893	-	20,893
Drayton Junior	1,680	-	1,680	912	-	912
Garfield Weston Foundation	-	35,000	35,000	-	-	-
Hewett Academy	-	-	-	130	-	130
Jane Austen College	1,680	-	1,680	2,220	-	2,220
Limbourne Trust	-	-	-	-	10,000	10,000
Mousehold Infant and Nursery School	4,125	-	4,125	3,294	-	3,294
Nelson Infant School	-	-	-	2,770	-	2,770
Norfolk and Norwich Festival	-	-	-	600	-	600
Norfolk Community Foundation	-	9,990	9,990	-	-	-
Norfolk Music Hub	-	30,000	30,000	-	-	-
Norfolk Music Services	730	-	730	7,046	-	7,046
Norwich Bid	37,300	-	37,300	31,181	-	31,181
Norwich City Council	12,500	3,000	15,500	-	-	-
Norwich French Church Trust	-	1,500	1,500	-	1,000	1,000
Norwich Theatre	-	-	-	1,600	-	1,600
Queens Hills Primary	11,000	1,000	12,000	12,000	-	12,000
ROARR Dinosaur Adventure	400	-	400	-	-	-
The Trumpington Federation	29,380	-	29,380	29,112	-	29,112
Thomas Anguish Foundation	-	50,000	50,000	-	50,000	50,000
Thurton Primary School	1,935	-	1,935	-	-	-
Town Close Charity	-	35,000	35,000	-	35,000	35,000
Wensum Junior School	-	-	-	26,937	-	26,937
West Earlham Junior School	13,000	-	13,000	12,900	-	12,900
White Woman Lane School	3,360	-	3,360	1,776	-	1,776
	135,840	165,490	301,330	322,121	96,000	418,121

Notes forming part of the Financial Statements for the year ended 31 August 2022 (continued)

4 Trading income

	2022	2021
	£	£
Rental Income	12,816	30,557
Hire of equipment	100	216
Event income	31	-
	12,947	30,773

Rental income, hire of equipment and event income is unrestricted.

5 Investment income

	Unrestricted 2022	Unrestricted 2021
	£	£
Bank Interest Received	578	7

6 Other income

	Unrestricted 2022	Unrestricted 2021
	£	£
Business Rates Relief	4,000	16,058
Coronavirus Job Retention Scheme income	-	72,963
	4,000	89,021

7 Analysis of Expenditure

2022	Charitable Activities	Governance Costs	Total Costs
	£	£	£
Employments	278,777	-	278,777
Service delivery and event costs	68,807	-	68,807
Promotion	4,458	-	4,458
Building, venue hire and storage	47,419	-	47,419
Van and travel	9,275	-	9,275
Accounting and bookkeeping	-	11,919	11,919
Depreciation	19,013	-	19,013
Loss on sale of tangible fixed assets	264		264
Equipment and materials	8,317	-	8,317
Legal and professional	10,404	-	10,404
Office and other costs	16,881	-	16,881
Total	463,615	11,919	475,534

During the year, total expenditure was £475,533 of which unrestricted expenditure amounted to £217,289 and restricted expenditure amounted to £258,245. Costs are allocated directly to the relevant fund.

Notes forming part of the Financial Statements for the year ended 31 August 2022 (continued)

7 Analysis of Expenditure (continued)

2021	Charitable Activities	Governance Costs	Total Costs
	£	£	£
Employments	301,924	-	301,924
Service delivery and event costs	68,833	-	68,833
Promotion	1,302	-	1,302
Building, venue hire and storage	32,268	-	32,268
Van and travel	4,929	-	4,929
Accounting and bookkeeping	-	11,280	11,280
Depreciation	13,732	-	13,732
Equipment and materials	9,494	-	9,494
Legal and professional	4,872	-	4,872
Office and other costs	20,666	-	20,666
Total	458,020	11,280	469,300

During the prior year, total expenditure was £469,300, of which unrestricted expenditure amounted to £427,352 and restricted expenditure amounted to £41,948. Costs are allocated directly to the relevant fund.

8 Net (Expenditure) / Income for the year is after charging:

	2022	2021
	£	£
Depreciation of tangible fixed assets	19,013	13,732
Accountancy and bookkeeping	8,739	8,556
Independent examination fee	3,180	2,724
Operating lease rentals	30,534	25,000

9 Analysis of staff costs and key management personnel

	2022	2021
	£	£
Wages and salaries	262,044	283,217
Social security costs	12,128	13,505
Pension costs	4,605	4,968
	278,777	301,690

The charity trustees were not paid any other benefits from employment with the charity in the period (2021: £Nil) neither were they reimbursed expenses during the period (2021: £Nil).

The average monthly head count was 21 (2021: 21).

No employees received employee benefits excluding pension contributions over £60,000 (2021: none).

NORCA considers that the key management personnel comprises the trustees and senior management team, being the executive director and the operations managers.

Employee benefits of key management personnel of NORCA were £76,474 (2021: £73,699).

Notes forming part of the Financial Statements for the year ended 31 August 2022 (continued)

10 Tangible fixed assets

	Vehicles	Office Equipment & fittings	Media equipment & Musical Instruments	Leasehold Improve-ments	Total
Cost	**£**	**£**	**£**	**£**	**£**
At start of period	31,795	92,954	304,644	204,896	634,289
Additions	-	85,756	3,899	-	89,655
Disposals	(2,495)	(264)	-	-	(2,759)
At end of period	**29,300**	**178,446**	**308,543**	**204,896**	**721,185**
Depreciation					
At start of period	31,310	80,513	295,873	204,896	612,592
Charge for the period	485	11,377	7,151	-	19,013
On disposal	(2,495)	-	-	-	(2,495)
At end of period	**29,300**	**91,890**	**303,024**	**204,896**	**629,110**
Net book value at the end of the period	**-**	**86,556**	**5,519**	**-**	**92,075**
Net book value at the start of the period	485	12,441	8,771	-	21,697

Fixed assets held in restricted Community Construction Fund and included above have a cost of £96,171, accumulated depreciation of £96,171 and net book value of £Nil (2021: £Nil).

11 Debtors

	2022	2021
	£	**£**
Trade debtors	1,000	2,272
Prepayments and accrued income	3,224	6,021
	4,224	8,293

12 Creditors: amounts falling due within one year

	2022	2021 As restated
	£	**£**
Trade creditors	10,834	18,361
Accruals and deferred income	48,038	43,176
	58,872	61,537

13 Deferred income

	2022	2021
	£	**£**
At 1 September 2021	35,000	-
Amount deferred in year	39,000	35,000
Amounts released	(35,000)	
At 31 August 2022	39,000	35,000

Deferred income relates to the Youth Samba Band and Sistema funding paid in advance.

Notes forming part of the Financial Statements for the year ended 31 August 2022 (continued)

14 Funds summary

2022	Balance at the start of the period	Income	Expenditure	Transfers between funds	Balance at end of the period
	As restated				
Restricted funds					
Sistema in Norwich	85,000	163,255	(248,255)	-	-
Jubilee Samba Band	-	9,990	(9,990)	-	-
Total restricted	85,000	173,245	(258,245)	-	-
Designated funds	100,000	-	-	-	100,000
Unrestricted funds	141,655	154,265	(217,289)		78,631
Total unrestricted	241,655	154,265	(217,289)	-	178,631
Total funds	326,655	327,510	(475,534)	-	178,631

2021	Balance at the start of the year	Income	Expenditure	Transfers between funds	Balance at end of the year
	As restated				
Restricted funds					
Sistema in Norwich	10,000	60,948	(41,948)	56,000	85,000
Teen Sistema	10,000	46,000		(56,000)	-
Total restricted	20,000	106,948	(41,948)	-	85,000
Designated funds	100,000			-	100,000
Unrestricted funds	126,678	442,330	(427,353)		141,655
Total unrestricted	226,678	442,330	(427,353)	-	241,655
Total funds	246,678	549,278	(469,301)	-	326,655

Sistema In Norwich - A programme seeking to transform the lives of young people from areas of deprivation through engagement in music.

Teen Sistema - Part of Sistema, Teen Sistema caters for older children who took part in Sistema in their Primary School and are moving (or have moved) onto secondary school. These children and young people are part of Colegate Nucleo Orchestra. This project will be amalgamated with Sistema in Norwich , therefore there has been a transfer of the funds from Teen Sistema to Sistema in Norwich

Jubilee Samba Band - A project to start a new youth samba band for young people in Norwich and Norfolk to mark the queen's platinum jubilee, taking part in a Norfolk's big jubilee celebration and creating some new music to mark the occasion.

The general reserve represents funds of the charity which are provided on an unrestricted basis. It includes donations, fund raising and surpluses and deficits arising from projects funded from various external sources. Also included in unrestricted funds is a designated fund which the trustees have set aside for the Sistema project going forwards.

Notes forming part of the Financial Statements for the year ended 31 August 2022 (continued)

15 Net assets by funds

2022	Unrestricted funds	Restricted funds	Total funds 2022
Tangible fixed assets	92,075	-	92,075
Debtors	4,224	-	4,224
Cash	141,204	-	141,204
Creditors falling due in less than one year	(58,872)	-	(58,872)
	178,631	-	178,631

2021	Unrestricted funds	Restricted funds	Total funds 2021
Tangible fixed assets	21,697	-	21,697
Debtors	8,293	-	8,293
Cash	273,202	85,000	358,202
Creditors falling due in less than one year	(61,537)	-	(61,537)
	241,655	85,000	326,655

16 Prior year adjustment

The prior year adjustment relates to an adjustment of £35,000 in deferred income, reducing income from charitable activities in 2021 from £453,121 to £418,121 as shown in note 3.

17 Pension commitments

The Charity operates one defined contribution pension scheme. The assets of the schemes are held separately from those of the Charity in independently administered funds. The total pension cost charge represents contributions payable by the Charity to the funds and amounted to £4,688 (2021: £4,968). No amounts are outstanding at year end (2021: £Nil).

Notes forming part of the Financial Statements for the year ended 31 August 2022 (continued)

18 Operating lease commitments

At 31 August 2022, Norfolk Community Arts had future minimum lease payments under non-cancellable operating leases as follows:

Land and buildings		restated
Expiry date:	2022	2021
	£	£
Under 1 year	25,000	25,000
Between 2 and 5 years	20,833	45,833
After more than 5 years	-	-
	45,833	70,833

Other		
Expiry date:	2022	2021
	£	£
Under 1 year	1,317	1,317
Between 2 and 5 years	1,317	2,634
After more than 5 years	-	-
	2,634	3,951

19 Related party transactions

Marcus Patteson who represents key management of Norfolk Community Arts, also runs another organisation called Rabo de Foguete. Transactions between the two entities took place for the provision of professional artistic services, totalling £11,450 (2021: £7,700) and at the year end the amount due amounted to £850 (2021: £850). The supply of services are aligned with the Charity's objects and are permitted under the Charity's Articles of Association.

No further related party transactions took place in the period (2021: £Nil).

CORPORATE INFORMATION

Norfolk Community Arts Limited
(A company limited by guarantee)

Registered Office
Martineau Memorial Hall,
21 Colegate,
Norwich
NR3 1BN.

Company Registration No. 04278192
Charity Registration No. 1089916
Telephone: 01603 760529 (ext 1)
Website: www.norcasistema.org.uk

Trustee Board
Mark Hazell (Chair) (appointed 19 Jul 2022)
Abby Dalgleish
Jacqui Mackay (resigned 21 Sep 2021)
John Packman (appointed 28 Nov 2022)
Karl Jermy
Stephen Morris (resigned 19 April 2023)

Company Secretary
Marcus Patteson

Executive Director
Marcus Patteson

Operations Manager
Cathie Davies / Clare Lovell (part-time job share from October 2021)

Safeguarding Officers
Cathie Davies
Clare Lovell (Deputy)

Bookkeeper
Sam Jarrett,
Just Accountancy,
39A Rosary Rd,
Norwich
NR1 1SZ.

Accountants and Independent Examiners
Price Bailey LLP,
Anglia House, 6 Central Avenue,
St Andrews Business Park,
Thorpe St Andrew,
Norwich
NR7 0HR

Bankers
Barclays plc
5 – 7 Red Lion Street,
Norwich
NR1 3QH.

THANK YOU

Special thanks to our corporate supporters and partners:
Art Angels Publishing
Norwich Business Improvement District
Norwich City Council

Special thanks to our funders:
Arts Council England
Anguish's Educational Foundation
Chivers Trust
Cultural Recovery Fund (DCMS)
Garfield Weston Foundation
King/Cullimore Charitable Trust
Limbourne Trust
Norfolk Community Foundation
Norfolk Music Hub
Norwich Freeman's Charity
Norwich French Church Charity
Paul Bassham Charitable Trust

Special thanks to all our partner schools:
Catton Grove Primary School
Drayton Junior School
Fawcett Primary School
George White Junior School
Mousehold Infant School
Queen's Hill Primary School
Thurton Primary School
Trumpington Meadows School
Wensum Junior School
West Earlham Junior School
White Woman Lane Junior School

Thank you to everyone who has raised money for us, volunteered their valuable time and skills, and supported us financially.

Because of your generosity we've been able to do more, whether that is give Sistema children more time each week, reach more people or create more opportunities.

We remain committed to working to create a country where everyone has access to the arts and culture, and people can thrive.

People, and the arts, continue to inspire us, and to drive everything we do.

Transforming Lives Through Arts Participation & Engagement

For more information about our work please visit our website:

norfolkcommunityarts.org.uk

Norfolk Community Arts Limited

England & Wales - Charity number 1089916

Accounts

NORCA & Sistema in Norwich

Annual Report and Financial Statements

NORCA and Sistema in Norwich Limited

For the year ending 31 August 2021

A Company Limited by Guarantee
Registered in England
Company No. 04278192
Registered charity No. 1089916

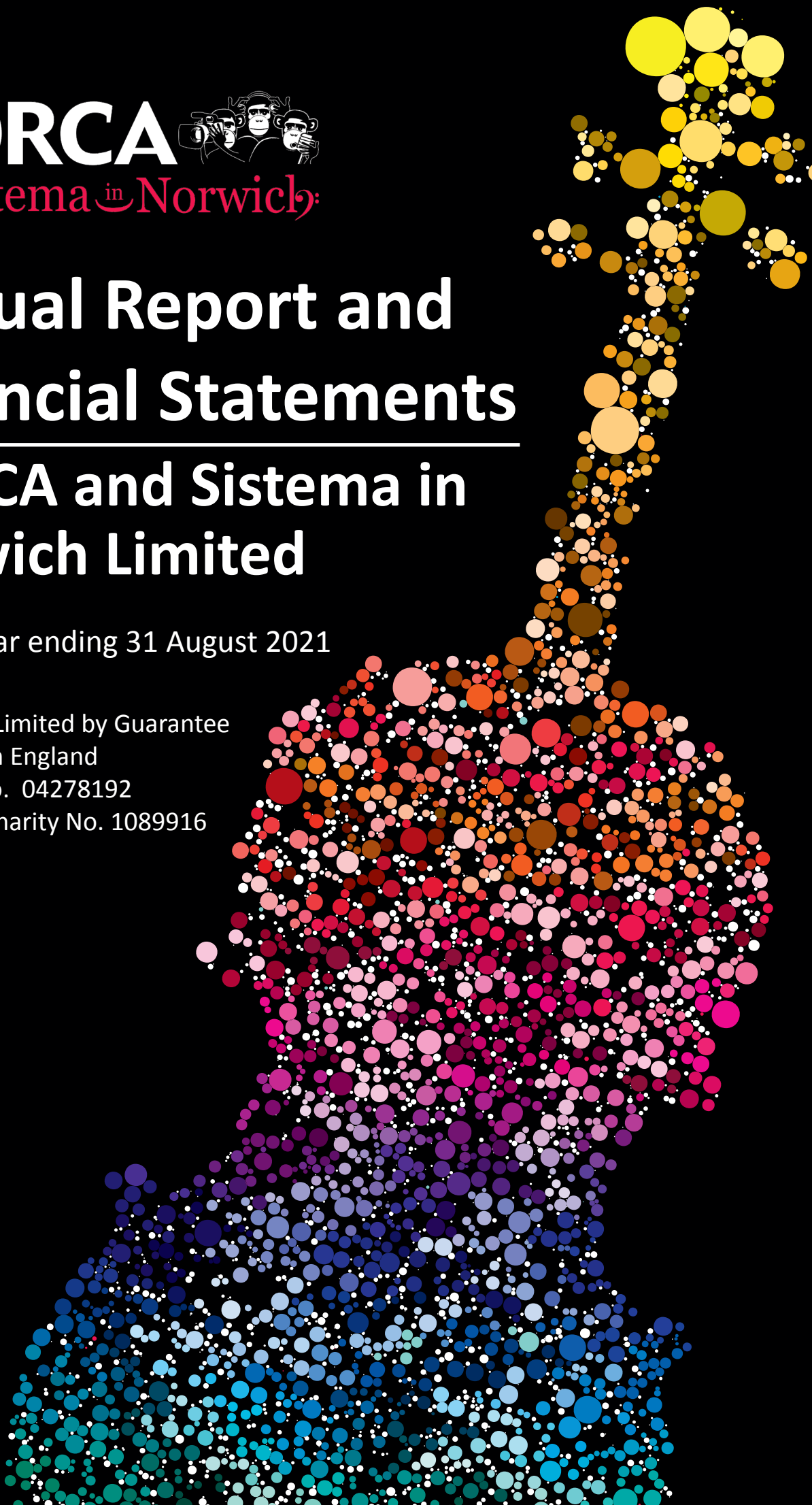


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Photo credits:

Alex Lyons: p2, p20, p21, p22, p51

Anna Patteson: p4, p9, p13, p19, p24, p26

Sid Beach: Inside front cover, p3, p12, p14, p15, p23, p31

Introduction

2020/21 proved another challenging year, with periods of covid-restrictions, lockdowns and school closure. I am proud with how we responded as an organisation, and the work of our various teams to continue to deliver our mission of improving lives through arts and culture, especially at such challenging times and when such activity was needed more than ever. We did not stand still, as an organisation, continuing to develop strategic and operational aspects of the charity, and taking the opportunity to develop our team.

Online delivery helped us to continue to engage children who we could not meet face-to-face. For Sistema in Norwich this was via our Musico platform, with the addition of live music lessons and further development of the repertoire and material on the site. Initiatives like the Sistema practice tournament saw young people really engage with practice at home and progress musically. We know that this was a lifeline for many children, isolated by periods of lockdown and restrictions, but it also meant that we were able to maintain engagement in the programme and even held a concert in July, once restrictions lifted.

With the expansion of our curriculum work to Cambridge, we delivered classroom music to over 2,000 children in 20/21, and further developed our model music curriculum and offer. Our curriculum music team also added live lessons to our existing online offer, successfully delivering a range of group activity to children at home.

In March, we took the decision to implement a new model for Sistema delivery, bringing all provision together into one centre, with all children and young people coming to us. This was a change we had been considering for a while, having successfully tested a community-nucleo model in the Lakenham and Tuckswood area of the city in 2019/20. We believe that this will make for a stronger, more focussed, sustainable and impactful programme. It will enable us to increase the consistency of our delivery, offer more to young people and build a real culture of engagement and participation around a new centre for the programme. Existing (and new) school partnerships will support recruitment and access, to ensure we continue to reach communities with less opportunity. Work to find a new venue started in May 2021 and the new centre will open in April 2022.

We finished the year with the return of Head Out Not Home. For many of our audience it was the first live event they had been to in over 6 months and there could be no clearer sign of the thirst for live music than over 200 people dancing in the rain to John's Blues Crew, on Gentleman's Walk. The move to a Sunday, at the request of city centre

businesses, made it more of a family event, and it will remain on Sundays for 2022. It was a thrill to be able to put on the festival again and provide another summer of great music and street theatre. Head Out Not Home is a team effort and I want to thank all our wonderful volunteers, stage managers, sound engineers and partners, especially Norwich BID with whom this was the 8th year delivering the festival.

Although we were not able to deliver any direct carnival work in 20/21, with the Norwich Lord Mayor's Procession not taking place in either 2020 or 2021, we have continued to work with local partners to explore carnival and outdoor arts development. Our work has focused on looking at longer-term development and support, with priorities around a new youth carnival group, funding for carnival activity and infrastructure support, e.g. spaces for making and storage.

I am really excited about what the next year will bring, not only getting back to a range of activity we have not been able to deliver, due to the pandemic, but the new Sistema nucleo and the wider opportunities that the new centre will bring. It will be a challenging time, with the pressure we are seeing on funding and making adjustments to our income model now Sistema is not in schools, but if nothing else the pandemic has demonstrated how important the arts are for people's lives.

I want to thank all our funders, donors and supporters for their commitment to support our work. Without their support we simply could not do what we do, and we need it now more than ever. I must give particular thanks to the UK government support we received in 20/21 via the Cultural Recovery Fund (#hereforculture), local grants and Furlough Scheme. Like many organisations, we would not have survived without that support, which also enabled us to retain and maintain our artistic and logistical teams.

I am hugely grateful to the Trustee Board who continue to serve, support and scrutinise the charity's work. I want to say a big thank you to Beryl Blower and Jackie Mackay, who both stepped down this year, Jacqui after more than 10 years with the charity. We will miss them. However, we are really pleased to welcome Stephen Morris to the board.

I want to say a big thank you, again, to our team, for their commitment and resolve at such a difficult time. Our work relies upon the skills and dedication of our workforce and it is a pleasure to work with such great people.

Marcus Patteson
EXECUTIVE DIRECTOR

Our mission, vision and values

Our mission	We are dedicated to improving lives and communities through arts and culture.
Our vision	To create a world where arts and culture are an integral part of everyone's lives, and the people and communities we work with can live creative, healthy lives, and fulfil their potential, regardless of background.
Our values	Our values are inclusivity, excellence, cooperation and nurture.

Inclusivity

Our work is founded on opportunity for all, regardless of background, situation or circumstances. We are committed to putting people at the heart of what we do and listening to their voices, so that our work is relevant and responds to their needs.

Excellence

The people and communities we work with deserve the highest, most professional quality of service or provision we can offer. We consistently work to ensure this, and make what we do better. We bring dedication, passion, innovation, inspiration and ambition to all our work.

Cooperation

All our work is built on cooperation, collaboration and respect, and always strives for a simple clear message supported by teamwork, and social responsibility.

Nurture

We create safe and supportive environments within which people can grow and develop. We facilitate and empower change for the people we work with.

Strategic Report

Strategic planning

Strategic planning takes place through the business planning process and cycle. This seeks to ensure that all our work has a robust case for support and theory of change, that it is well-planned and resourced, that it is coherent and cohesive, that it fits with local and national priorities, that is meets the needs of our communities, and that everyone in the team is able to have input.

Completion of a new business plan is one of the goals for 21/22, building on work that has been carried out this year. Supported by a consultant from the Foundation for Social Improvement (FSI) and involving sessions with the whole team, the management team and the trustees, this has lead to us putting in place an interim plan for 21/22, with a new 3-year plan developed for implementation from September 2022.

Our approach

The focus of our strategy is to make a real difference to people's lives through arts participation and engagement. We have made four strategic choices, which underpin our approach in terms of directing the work we do and how we go about doing it:

1. **A focus on the impact of economic hardship, social disadvantage and lack of opportunity**

- People who face social disadvantage experience the impact of that across their lives, from educational achievement and employability, to health issues and well-being. We want everyone to have access to arts and culture, in ways that are meaningful and relevant to their lives, especially those with the least resources. We want to design programmes that meet the needs of participants and bring about positive impact for them and their communities.

2. **An ethos of creativity and culture**

- Artistic practice and creativity lie at the heart of all our activities. We work to promote the value of arts engagement and create a wider, positive environment that is receptive to, and values, cultural engagement. We want to model the creative and cultural practice we espouse in how we operate as an organisation. We know that through innovation and creativity we can create lasting change.

3. **Partnership and collective action**

- We recognise we can achieve more if we work with other people, whether other local organisations, parents of participants or professional artists. We will advocate for arts and culture in all aspects of people's lives, and develop the case to support the benefits of engagement in the arts and social impact through arts participation. We want to put collaboration at the heart of all our work.

4. **Being a high performing organisation**

- We seek to maximise the impact of our available resources for our beneficiaries, not only financial resources but the skills and talents of our workforce and collaborators. We aim to be a dynamic, effective and responsive organisation, thinking outside the box, challenging expectations and received wisdom, and breaking new ground.

Strategic aims

Our goal of securing improvements to quality of life through a relationship with the arts (both direct and indirect) is achieved through five strategic aims, which drive our work:

1. Creating opportunities for participation and engagement in the arts, especially for children and young people: this is where change happens, at the creative coalface, through engagement in a creative practice.
2. Overcoming barriers to cultural engagement, including inequality of access to opportunities for financial reasons: making sure we reach those with the highest needs and the least access.
3. Developing a culture of culture: creating an environment in which culture can thrive and grow, and be sustainable.
4. Reducing disenfranchisement relating to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation: putting diversity and inclusion at the heart of all our work.
5. Generating community cohesion: looking beyond the individual to the wider community.

Our projects, programmes and activities focus on these to different degrees, but ideally will draw on all of them. In some cases, projects are developed that focus on one, specifically.

We believe the best way to achieve our objectives is through direct work with individuals and communities, aimed at giving them more opportunities to thrive, and building their skills and capabilities. This work, however, needs to be framed within a wider culture, that nurtures and supports growth, includes partnerships to support or deliver programmes, and influences policy makers in their choices over resources and policy direction.

We seek to support people in developing the building blocks of healthy, successful, creative lives, raising aspiration and fulfilling potential. We aim to give people the skills and resources to overcome the challenges they face and live better lives, including ones rich in the arts.

Theory of change

Our work is grounded in research by the Young Foundation which identifies the fundamental importance of social and emotional capabilities in the achievement of other outcomes, including educational attainment, health and employment status. That research also establishes that these capabilties are seen as important by participants, who therefore recognise the value in investing time in developing them. Although their research is focussed on young people, it holds as being applicable across the whole of people's lives.

The arts are recognised as supporting the development of social and emotional capabilities, e.g. Sue Hallam, The Power of Music, 2010. A deeper evidence base is being developed, across a range of genres, and we will be looking to contribute to this through our own evaluation.

What we do

Our strategy focuses our work on improving people's lives through arts participation and engagement, and developing a culture of artistic engagement and practice for all. We frame the impact of our work by viewing it through four strategic 'lenses':

Artistic development and lived experience of culture

Artistic practice, in some shape or form, is at the heart of all our work. The areas where we want to have an impact include:

- Developing artistic proficiency
- Developing experience of culture
- Developing creativity and wider artistic skills

Increasing social mobility

For us, social mobility is about people having every chance to be the best they can be. It's about the opportunity to succeed; about changing the way people think, act and engage, so they can realise talents and potential. The areas where we want to have an impact include:

- Creating opportunity where people have limited or no opportunity
- Developing skills and social and emotional capabilities
- Gearing transformation towards self-sustaining and virtuous-circles, such as increasing aspiration and developing confidence
- Increasing achievement across the whole of people's lives
- Offering positive role models and positive activity

Building resilience and wellbeing

The stresses and pressures of modern life can bring all sorts of health issues, particularly relating to mental health, and socially disadvantaged areas are often seen to have greater health inequalities. The areas where we want to have an impact include:

- Mental health and emotional wellbeing
- Developing confidence, communication, agency and resilience

Creating an environment of arts participation and cultural engagement

Bringing about change is not just about focused programmes, but creating a climate of cultural participation, and recognising the value of culture to people's lives. We want to make sure people (especially young people) have pathways to further opportunities and growth. We want to be part of a thriving community with arts and culture at its heart. The areas where we want to have an impact include:

- Increasing the public profile and audience for culture, to widen exposure and engagement
- Encouraging wider participation through volunteering
- Increasing the sense of value for arts and culture
- Encouraging people to get involved in the arts
- Celebrating diverse cultures
- Developing youth leadership
- Influencing policy

"[Sistema] means everything to me. I am in my element," Dylan, 10

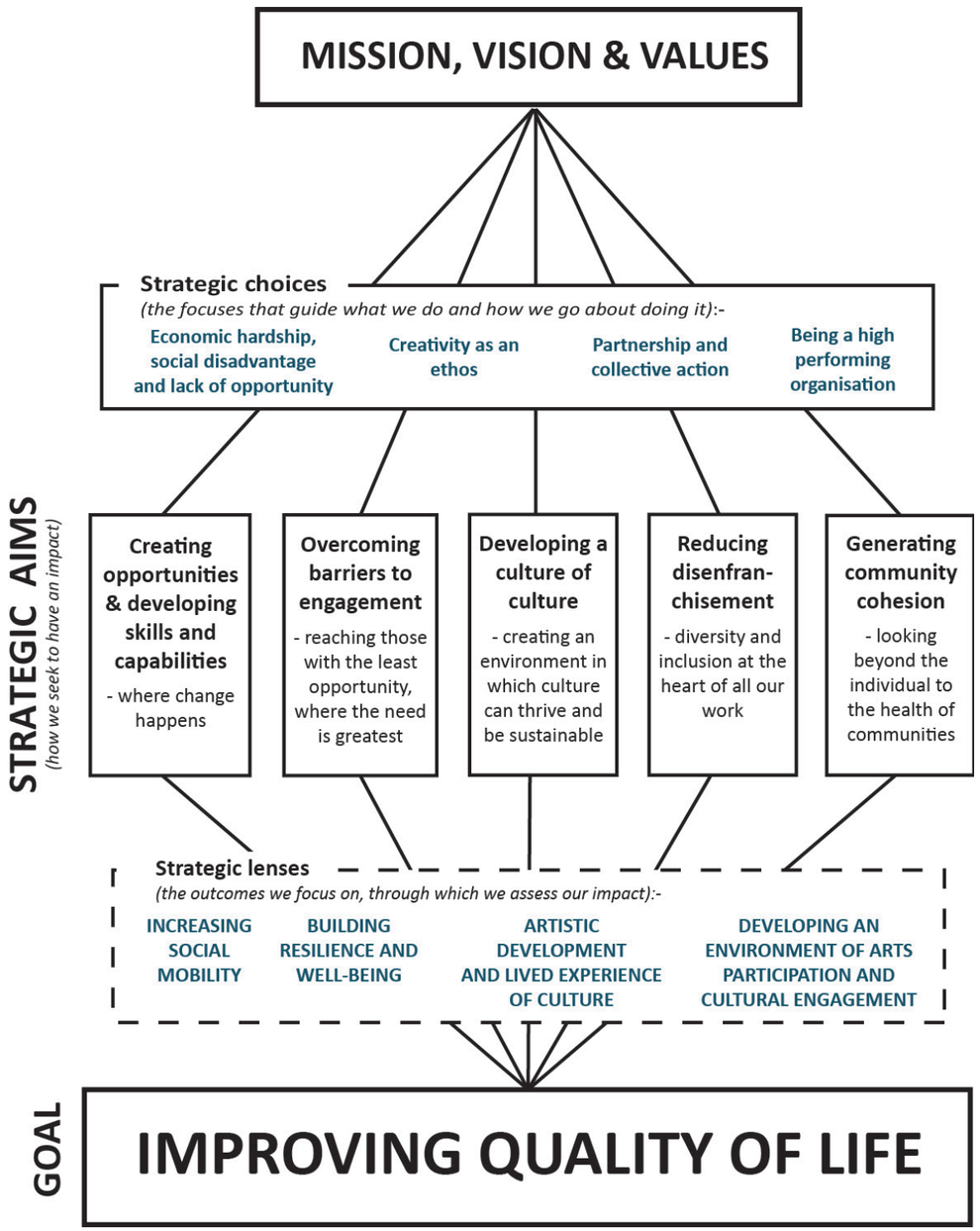
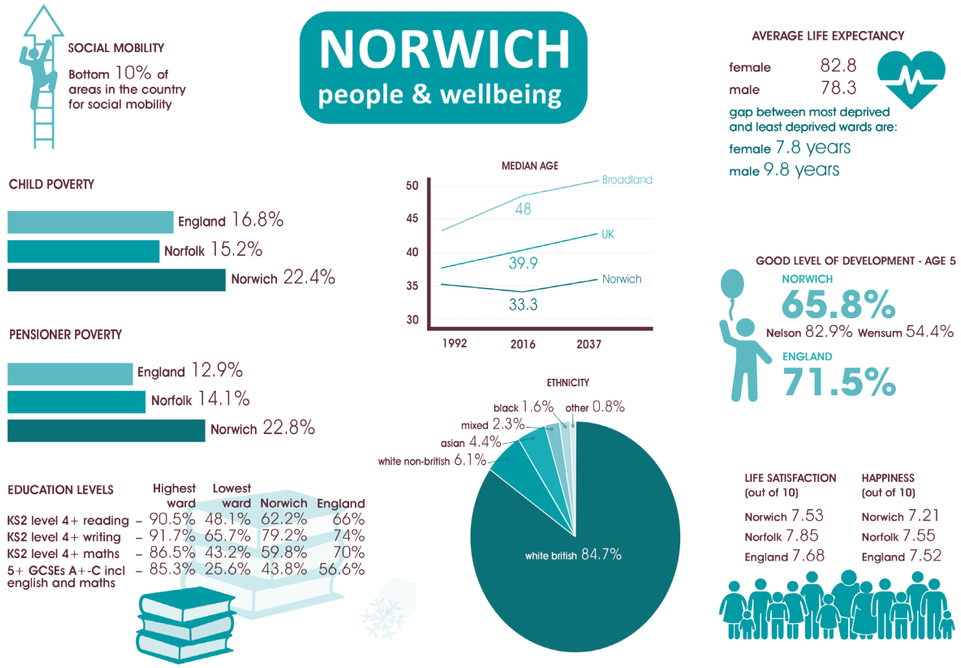


Figure 1: Strategic overview

The context for our work

Our work is informed by local, national and international contexts. Most of that work is focussed on the city of Norwich, so the following profile of the city provides the context for how we have developed and shaped our work to meet key priorities, along with influencing what future programmes we might develop.



In terms of the charity's vision, mission and aims, the following are key aspects that support, direct and influence our work.

Deprivation and poverty

- 20% of the city's LSOAs* are in the most deprived 10% nationally, putting the city as a whole, into the most deprived 16% nationally.
- Norwich is in the bottom 10% of areas in the country for social mobility
- Child and pensioner poverty are significantly worse than the national average

** LSOA's or Lower Layer Super Output Areas, divide up the UK into areas of simillar population size.*

Health

- Suicide higher than the national average
- Life expectancy for men is significantly lower than the national average
- 20% of children in Year 6 are classified as obese (up 5% on 2015)
- High rate of teenage pregnancy
- Life satisfaction and happiness are both below the national average

Education and young people

- Educational achievement and child development are well below the national average, particularly in key wards
- Research carried out by Norwich City Council (Warmint Report, 1997 & 2007) identified low self-esteem, confidence and aspiration being a particular issue for young people in the city
- Only 4% of young people learning to play an instrument in Norfolk are on free school meals (whereas 22% of children in Norfolk are on free school meals)

Arts engagement

Norwich is perceived as being higher than the national average both regarding arts participation (time spent doing a creative activity, 41% compared to 35% nationally) and attendance (attending an event or performance, 63% compared to 53% nationally). There is however, considerable variation across the city's communities, which can mean a significant proportion of the city have less access, and Government research into taking part in the arts shows a clear link between low attendance and deprivation, with lowest attendance (59%) in the most deprived 10%, and increasing with each decile. Norwich, however, is considered a cultural 'hot spot' in terms of the Arts Council's priorities.

Young people's mental health

Even before the pandemic, a number of observers reported a significant increase in mental health issues for young people, many of them associated with the increasing academic pressure and the impact of social media. Figures from the Children's Commissioner identify that 1 in 6 children aged 5-19 had a probable mental health disorder in 2020 (up from 1 in 9 in 2017), and that there had been a 35% increase in referrals to children's mental health services.

UNESCO City of Literature / City of Stories

Norwich was the second City of Literature in the UK and the first in England. Designated as a place of one thousand years of stories and literary firsts, of debate, foment and revolution, a place whose denizens were known for their non-conformism and 'do different' spirit. Work around the designation is led by the National Centre for Writing. It has led to the rebranding of Norwich as the 'city of stories'.

Impact of the pandemic:

Covid-19 is generally recognised to have had a significant impact on mental health and social isolation.

Curriculum music

The curriculum music offer, particularly at primary school, is generally considered to be substandard and an area where an organisation like ours can have a significant impact. Issues include non-specialist teachers, lack of training for teachers, unimaginative realisation of the curriculum and a lack of confidence in the subject. There is a notable lack of uptake of music as a GCSE (despite 64% of young people considering themselves musical and music being one of their favourite passtimes (see below)), significantly lower, for example, than art.

Sistema-inspired programmes

Sistema in Norwich grew out of a national, UK government initiative (In Harmony) that sought to apply the principles of El Sistema in an English context. Within the UK there are 7 Sistema-inspired programmes, including programmes in Scotland and Wales. Sistema has an international dimension, with programmes throughout Europe and the world.

National economy

The narrative around the worsening economic picture, with a higher cost of living, rising inflation, greater use of food banks and a widening gap between rich and poor, all speaks to a greater need and opportunity for arts interventions around health and social mobility, versus pressure on funding.

Place making and Norwich 2040

The concept of placemaking has been a growing national initiative and part of Norwich's make up for over 20 years. The approach is rooted in community-based participation, and brings together diverse people, including professionals, elected officials, local groups, residents, and businesses, to improve a community's cultural, economic, social and environmental situation. Norwich 2040 provides a vision for the city, with 'a creative city' one of five key themes.

The status of the arts

How the arts are regarded varies across different sectors, policymakers and the general public. More work is needed to test this and advocate for the arts.

- There is a trend towards a reduction in the presence of arts subjects in the curriculum (e.g. the English Baccalaureate, which has no arts subjects in it)
- In 2019, the creative industries made up 6% of the UK economy (£115bn), an increase of 44% on 2010, and employed over two million people
- Music is young people's favourite pastime, with 32% classing it as their favourite activity. 64% consider themselves musical and 90% listen to music every week (with 97% engaging with music in some way in any given week)
- 24% of people do not engage in the arts at all and 15% only engage once a year.

Achievements and performance in 2020/21

Our work in 20/21 was significantly impacted by the pandemic, with that impact differing across the various settings in which we work. Despite having limits to a large proportion of our face-to-face activity, we have not stood still, and have taken the opportunity to continue to move the organisation forward in a number of areas. The pandemic has, however, meant that some aims and objectives for this year had to be put back to 2021/22.

1. A focus on disadvantage and lack of opportunity

Sistema in Norwich

- Online delivery developed to enable us to main engagement where we could not get to work with children face-to-face. This was through our Musico platform, which supported both static resources and live lessons
- A hybrid mix of online and face to face delivery enabled us to deliver 2,560 tutor hours (1,924 online) with children getting between 2 and 4 hours of music each week
- 143 children and young people took part in the programme from areas of multiple deprivation
- New community nucleo model was developed, aimed at bringing all our Sistema delivery together in one centre, including a new team structure and staffing put in place
- Work was started to find new premises
- Significant development of the Sistema tutor team through a programme of training

Carnival and Outdoor Arts

- Carnival development work was focussed on project and activity development with schools, community groups and a range of organisations.

Other

- Our makers group, Sew Creative, which brings together isolated older people with a range of other ages, was suspended for the whole year

2. *An ethos of creativity and culture*

Sistema in Norwich

- 6 professional teaching artists engaged as part of the training programme
- Development of an online platform to support remote learning and practice at home
- Further development of pedagogy and approach to ensure the programme meets its goals

Curriculum and extra curricular music

- Delivery started at three Cambridge schools
- Further development of our online curriculum resource to include live online lessons, delivered at three schools during January to March 2021
- 2,100 children across eight schools received provision, delivering over 2,620 tutor hours of music delivery
- 60 children across 2 schools took part in after-school clubs, delivering 76 tutor hours of activity
- Further development of our model curriculum, including ensuring that instrument focussed lessons achieve curriculum objectives and give solid grounding in all aspects of musicality

Carnival and Outdoor Arts

- Although the pandemic prevented activity from going ahead, considerable work was carried out planning and developing projects that will be carried forward into 21/22
- Further support for developing street theatre, including adapting this for work in schools
- Delivered Head Out Not Home 2021 in the challenging circumstances of the end of lockdown, with 46 acts performing over 7 weeks, a total audience of around 12,000 people and over 100 artists supported
- 14 up and coming artists/bands had the chance to perform as part of the HONH Platform stage

3. *Partnership and collective action*

Sistema in Norwich

- 6 school partners in delivering and/or promoting Sistema in Norwich
- Maintained and continued to lead the UK Sistema-inspired programmes network with four meetings over the year

Curriculum Music

- 7 school partners for curriculum provision
- 2 further school partners for after-school clubs

Carnival and Outdoor Arts

- Partnership with Norwich City Council, Norwich BID, Rabo de Foguete and other local carnival organisations to develop carnival and outdoor arts activity in the city continued
- Partnerships with Access Creative College, Young Norfolk Arts and Norfolk Music Hub for the HONH Platform stage, supporting emerging talent

4. *To be a high performing organisation*

- Governance review completed by trustees
- Strategic planning for new 3-year business plan started, supported by the Foundation for Social Improvement (FSI)
- Successfully maintained and supported our staff and tutor team through the challenging period of the pandemic, enabling us to keep valuable staff
- Successfully kept the organisation financially viable at a particularly difficult time, including important success with Cultural Revovery Fund Round 1 and Round 2 bids
- Recruited one new trustee

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Programme Delivery 2020/21

Sistema in Norwich orchestral provision

Location	Instruments	Details (a/s = after-school, in = in-school)
Primary Sistema		
Catton Grove Primary Nucleo	Violin, viola, cello, double bass, wind and brass	Online
Lakenham Community Nucleo	Violin, viola, cello, double bass, wind, brass and percussion	Online
Queen's Hill Primary Nucleo	Violin, viola and cello	Online
Wensum Junior Nucleo	Violin, viola, cello, double bass, wind and brass	Tue: Instrumental lessons (a/s) Fri: Orchestra / ensemble (a/s) (Online when schools closed due to lockdowns)
Teen Sistema		
Colegate	Violin, viola, cello, double bass, wind, brass, percussion and piano	Online for most of the year. Saturdays during summer term: Instrumental lessons, orchestra / ensemble

Curriculum and extra-curricular music provision

Location	Instruments	Details
Curriculum Provision		
Queen's Hill Primary	Digital, ukulele, samba and general music	30mins/class for all children from Reception to Yr6
Wensum Junior	Ukulele, Samba drumming, digital, percussion	45mins/class for all children
Nelson Infants	Ukulele	30mins/class for Yrs1 & 2
West Earlham Junior	General music Samba drumming	Whole school on rotation Yr 5
Mousehold Infants	Ukulele & Samba drumming	Yr1, 30 minutes/week Yr2, 30 minutes/week
Trumpington Meadows Primary (Cambridge)	Curriculum music	Whole school, 1 hour/week
Fawcett Primary (Cambridge)	Curriculum music	Whole school, 1 hour/week
Bewick Bridge Primary (Cambridge)	Curriculum music	Whole school, 45 minutes/week
Other		
Samba after school clubs	Samba drumming	Drayton Junior and White Woman Lane Junior

Other programme delivery

The previous table summarises our music provision during the 2020/21 academic year. It gives details of the delivery at each of the Sistema in Norwich nucleos, and the schools where we delivered curriculum and after-school activities.

Extension activities

Curriculum focussed work provides an excellent platform for introducing young people to cutural activity, including music and learning to play an instrument, as well as laying the basis of cultural education, but long-term engagement in culture needs a range of opportunities that support the extension of this engagement. These extension activities are often the focus of programmes of work, so that they join up, offer progression and ensure opportunities of access.

Extension activities in 20/21 were limited by the pandemic, so we list here key areas that we have previously delivered or intend to offer activity.

Key extension activities:

- ***Sistema in Norwich***

  Sistema can be seen as an extension activity. It offers young people who have had some engagement through activities such as whole class instrumental tuition (WCIT) or individual music lessons, progression to a longer-term, deeper engagement in learning to play an instrument through being part of an orchestra, performance opportunities, etc. Work with partner schools and organisations (e.g. Norfolk Music Hub) is a key part of creating the progression routes and we look to further develop and improve this connectivity.

Key extension activities (cont):

- ***Performance***

  Performance is often part of extending activities, both taking part in performances and experiencing a range of performance. Where appropriate, projects or activities often culminate in some form of performance, or link to performance opportunities. Initiatives like Head Out Not Home enable us to offer performance platforms as part of our wider provision. The Sistema Performance Project (2018 & 19) not only enabled us to work with professional musicians and ensembles, and expand the peformance opportunities connected to the programme, but also extended our engagement with other organisations and what we could offer to the wider public.

- ***Opera & other projects***

  Developing intensive projects that facilitate a deeper and more extensive engagement with culture, offer the opportunity to not only further artistic progression goals, but also support wider curriculum and social impact aims. Our opera work (based on the Royal Opera House's Write an Opera model) is a perfect example of this.

- ***Carnival***

  A number of our schools (e.g. Wensum Junior, West Earlham Junior) have engaged in longer-term carnival participation, often through project work in-school leading to taking part in the Norwich Lord Mayor's Procession, with these schools continuing to engage over a number of years. The logical extension of this is the creation of a new youth carnival group in the city (which is one of our long-term objectives).

Impact

Evaluation and Monitoring

Evaluation and monitoring is vital for all the programmes and projects we run. At times we have had the resources to commission larger pieces of evaluation work, particularly in support of measuring the impact of Sistema provision, such as engaging the University of East Anglia Department of Psychology to assess the Teen Sistema Pilot in 2014. Putting a comprehensive, long-term evaluation framework into place, and commissioning support for this, is a priority for the programme. This will be a major focus for the new nucleo, to better demonstrate the impact that our work has on its participants.

NORCA and Sistema in Norwich Limited has considerable experience of measuring impact, including a raft of evaluative measures to support measuring social impact. Typical approaches include:

- demographic information at registration
- questionnaires at the beginning, end and key monitoring points of projects
- verbal feedback at the end of sessions
- self-assessment approaches, such as Shooting Star
- tutor evaluation, assessment and input
- focus group discussions
- one to one interviews
- tracking young people over time
- portfolios of photos and video
- youth panels / forums

Evaluating our impact in 20/21 is difficult because of how much of our work was disrupted by the pandemic. Limited monitoring and evaluation was carried out across the activities we were able to deliver, particularly Sistema in Norwich, curriculum music and Head Out Not Home, and some of the impact in these areas is reflected in the achievements section.

We look at impact through four lenses that enable us to frame the idea of improving lives in terms of the key differences we are looking to achieve, across artistic and social, individual and community.

Artistic development and lived experience of culture
Developing proficiency – Building experience – Growing creativity

This is about ensuring our work builds artistic proficiency and experience:

- Sistema participation had an 80% attendance level, with take-up (the percentage of registered students signing up for online sessions) increasing through the year
- Self-assessment by Sistema participants indicated significant increases in their ability across music knowledge, instrumental skills, rehearsal and practice skills and performance skills, with these assessments backed up by similar reports from parents
- Sistema's online practice tournament, held over 12 days in Feb 2021, saw a signficant level of engagement with the section winners doing up to 6.5 hours of online practice
- Feedback and monitoring of curriculum delivery has seen consistent levels of engagement and enjoyment amongst children and young people (92%) and a significant number keen for more opportunities, e.g. after school activities (72%). Use of vocabulary was good but some work was needed to get tutors to reinforce the skills being learned and their terminology
- Head Out Not Home gave a platform to 14 up-and-coming musicians and supported 101 artists overall

Increasing social mobility
Creating opportunity – Raising aspirations – Overcoming barriers

- 94% of children taking part in Sistema stated that they would not otherwise be able to learn to play a musical instrument (mostly for financial reasons)
- 35% of children taking part in Sistema are on free school meals (well above the Norfolk average of 4% participating in learning a musical instrument)
- 21% of Sistema participants were from ethnic minority backgrounds and another 14% from non-British, white backgrounds, indicating that the programme is drawing in more diverse participants than the figures for the city as a whole.

Building resilience and wellbeing
Developing confidence – Beating stress – Reducing isolation

- 8 out of 10 children reported being happy or very happy taking part in Sistema
- 70% of Sistema parents felt that their children had become more confident over the year, something reflected in young people's own assessment of their increasing ability and happiness with being part of the orchestra, performing, etc.
- A number of parents reported how important the weekly online lesson was for their child's mental health and connection with other people during lockdown.

Creating an environment of arts participation and cultural engagement
Growing audiences – Building communities – Embedding in education

- Audience development was significantly impacted by the pandemic, for example with no Sistema performances taking place between February 2020 and July 2021
- 12,000 people (estimate from headcount) attended Head Out Not Home in 2021
- 50% of the HONH audience were new to the event and 55% had not been to a live event in the last 6 months. 97% thought the event was good or very good
- We are planning for two significant, intensive music projects with Wensum Junior for the summer term 21/22, following on from previous work, including curriculum delivery, opera and carnival projects with the school. This is an example of how engagement can build with a school and develop into long-term partnerships for cultural education that reaches beyond the classroom to support deeper (more intensive and impactful) and wider (parental and community involvement) engagement.

Plans and objectives for 2021/22

1. A focus on disadvantage and lack of opportunity

Sistema in Norwich

- Maintain existing participation, using online delivery while venue options are being considered
- Restructure core Norwich delivery around a single, city-wide nucleo, developing a delivery plan (staffing and logistics) to support the growth of the nucleo over the next 3 years
- Rebuild engagement in the programme following the pandemic, with the aim of reaching at least 200 children and young people from areas of multiple deprivation
- Engage our previous Sistema schools in the new model, along with a range of other groups and organisations
- Develop a plan to support youth voice and leadership work as part of the new nucleo delivery
- Implement our new monitoring and evaluation framework, and explore ommissioning an external evaluation of the programme

Curriculum Music

- Continue to develop our curriculum music offer
- Develop and deliver Opera and Junk Orchestra project with Wensum Junior School

Carnival and Outdoor Arts

- Explore opportunities for the 2022 carnival season
- Work with Norwich City Council on carnival development conncected to the Norwich Lord Mayor's Procession, including bid writing
- Develop wider infrastructure to support a longer-term vision for carnival in Norfolk, e.g. a collective of carnival artists, access to space and a longer term funding proposal

Other

- Secure funding to relaunch and expand the Sew Creative, intergenerational makers group
- Review of opportunities and project development carried out in key areas of focus to develop a number of new projects or programmes

2. *An ethos of creativity and culture*

Sistema in Norwich

- Create a new identity for the programme around the single nucleo model and develop a community engagement plan to support wider engagement in the new centre
- Performance-related development, including an annual concert series and festival, developing collaborations with ensembles and professional musicians, and developing links with a range of local and national organisations
- Develop a tutor ensemble and regular concerts by the tutors

Curriculum music

- Maintain our existing portfolio of schools and ensure that the quality of delivery meets requirements, aiming to reach at least 2,000 children over the year
- Create better linkage between curriculum delivery and other offers, e.g. Sistema
- Further development of our curriculum music model and offer, and engage at least one more school for delivery in 22/23

Carnival and Outdoor Arts

- Creative ideas for carnival interventions in the summer of 2022, including promoting our offer to a range of potential clients, e.g. schools
- Continue to support and devleop local carnival and outdoor arts groups, along with activities to support engagement in carnival arts
- Work towards a youth carnival group and/or a new youth samba band
- Deliver Head Out Not Home 2022, continuing to explore and innovate the event as a platform for music and street theatre, and increasing our own visibility

Other

- Promotion of the new centre and development of venue hire/use outside of Sistema use particularly connected to income development and wider engagement in culture
- Work to promote culture as enriching lives and the value of cultural engagement (e.g. social media, events, etc.)
- Develop a plan for restarting a year round programme of 'open' activity, offering a range of opportunties for artistic engagement and development

3. *Partnership and collective action*

Sistema in Norwich

- Develop and implement a new parental engagement plan centred around new nucleo
- Develop our youth voice, youth forum and leadership work to ensure young people's voices are included in the development of the programme
- Continue to build our partnership with the Norfolk Music Hub, both to support participation in the Norwich nucleo and to explore opportunities for expansion
- Continue to support and develop the UK Sistema network, in discussion with programmes
- Explore a possible linking with other music programmes, e.g. Nucleo (London) and Sistema New Brunswick (Canada)

Curriculum Music

- Reinforce and develop our school partnerships

Carnival and Outdoor Arts

- Build on our partnership with Norwich City Council, Rabo de Foguete and other local carnival organisations to develop a long-term (3-year) vision and plan for carnival and outdoor arts in the city, including development of the Norfolk Carnival Collective
- Reinvigorate our volunteer engagement in Head Out Not Home

Other

- Increase our pool of volunteers and work to improve the volunteer experience

4. *To be a high performing organisation*

- Complete a new 3-year business plan (Sep 2022 to August 2025)
- Complete staff development plan and HR review, including a new staff appraisal system, to ensure that effective HR systems are in place and that all staff, freelancers, volunteers and trustees are fully supported in their roles and we are able to develop them to meet the objectives of the charity and the ambitions they might have for themselves
- Continue development of our communications and fundraising, including investing in new roles, to improve the charity's visibility and donor engagement
- Ensure that all operational procedures for any new venue are in place
- Review the charity's branding and consider the need for a rebrand
- Review and update our outdated IT systems
- Improve our trustee recruitment to manage the turnover in the Trustee board and bring at least two new Trustees on board, including a new chair and a Trustee with financial experience
- Develop our youth representation at the Trustee board and sub-groups with at least one young person recruited by August 2023

Governance, structure and management

Legal status and objects

NORCA and Sistema in Norwich Limited is a company limited by guarantee and a charity registered in England and Wales. The organisation was established in 2001. It is governed by its Memorandum and Articles of Association, last reviewed and revised in 2020, to update the charity's objects. These are:

- To advance the education of the public in the arts (including music, dance, visual art, computer art, creative writing and theatre);
- To promote the beneficial effects of arts participation for health;
- To promote the use of the arts for community capacity building, and urban and rural regeneration;
- To provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended, by providing and assisting in the provision of facilities for the performance, rehearsal and practice of and other participation in the arts;
- To further such other charitable purposes as the Charity may from time to time decide.

Public benefit

The trustees have a duty to report on how our organisation's charitable objects have been carried out, for the public benefit, and to follow the guidance from the Charity Commission on the provision of Public benefit requirement under the Charities Act 2011, and the Trustees confirm that they have complied with this duty.

Under the Objects of the charity, the types of benefit that the objects promote are to:

- Advance participation in and appreciation of beneficiaries in a variety of artistic forms, including music, drama, dance, carnival and media;
- Provide access to artistic activity where there may have been some barrier to participation;
- Provide educational, personal and group development opportunities for beneficiaries through specific training programmes and by participation in artistic activities;
- Facilitate social integration and cohesion by providing opportunities for people from different backgrounds to participate in artistic activities together, fostering a better understanding of each other's backgrounds and cultures.

We demonstrate how we have met our principal objectives in our Strategic Report, by explaining why we focus on people facing disadvantage and subsequently reporting on our direct practice, work, policy and achievements with and on behalf of these people. People experiencing disadvantage face challenges that affect their physical and mental well-being. They are likely to have less opportunity and achieve less over their lives than other people. For this reason, we prioritise our work on their needs, so we can have the maximum positive impact and bring lasting change, not just for them but for our entire society.

Understanding and measuring our impact is of vital importance. It is critical in ensuring we achieve our mission of supporting people experiencing disadvantage to thrive, flourish and have better lives.

Access and opportunity

The charity runs a mixture of closed and open activity. Whilst open programmes of activity can be accessed by the general public, closed programmes are focused on particular groups or communities. Where we can, we emphasise the widest possible engagement, as part of our ethos of social inclusion. In 2020 we expanded our geographical remit. Most beneficiaries are usually resident within Norfolk, particularly within the bounds of the City of Norwich, but we now have programmes of work in Cambridge and are in the process of discussing provision (or supporting provision) at other locations in England.

Governance, structure and management

The Trustee Board are the legal directors of the company. Membership of the Board of Trustees is under review, but there is currently no fixed term of office, with Trustees serving until they decide to step down. The Trustee Board has the responsibility for the governance and strategic direction of the charity, ensuring that it upholds its ethos and values and delivers its key objectives.

The Trustee Board understands that good governance is fundamental to the success of the charity and recognises the need for continuous review and improvement. This year the trustees completed a review of governance, based on the seven principles of the Charity Governance Code, with the findings either already implemented, or fed into the business planning process for the coming year.

NORCA and Sistema in Norwich Limited complies with its governing documents and all relevant governance-related legislation, and meets the requirements of charity regulators and best governance practice.
Operational management is delegated by the trustees to the Executive Director, who is accountable to the Trustee Board for its stewardship of the charity. The Executive Director and the Management Team attend Board and Committee meetings.

Recruitment and appointment of trustees (including any constitutional provisions)

Our trustee recruitment process seeks to engage and sustain a combination of specialists and generalists, to ensure that a full range of skills are included on the board for excellent governance. It is also important for us to enrol trustees who subscribe to, and are able to reinforce, our culture, our mission, policies and procedures. Our induction process involves supplying important documentation (job description for the role, most recent business plan, governing document, organisational structure, project archive report, current projects report) followed by a meeting with the Chair, deputy or other designated person, for familiarisation sessions on NORCA and Sistema in Norwich Limited's finance and existing/pending programmes and projects. New trustees are invited to visit a selection of projects to meet staff and participants and to attend a trustees' meeting as an observer. We are also investigating training for trustees to support our commitment to excellent governance.

Trustees are appointed through a transparent and rigorous recruitment and selection process and are elected by members at a trustees meeting. The recruitment of a number of young trustees is a key objective, as part of demonstrating our ongoing commitment to ensuring young people take part in the decisions that affect them.

Trustees deploy a wide range of skills, knowledge and experience essential to good governance, and the balance of expertise is kept under review. Collectively, the Trustee Board must demonstrate responsible leadership and judgement.

Trustees, Committee Members, the Chief Executive and the senior leadership team are expected to behave with the utmost integrity and professionalism, and at all times, to demonstrate their commitment to the goals and values of the charity.

All our trustees give their time voluntarily, as regards their position as trustee, and receive no rewards or benefits from NORCA and Sistema in Norwich Limited for the role. There is, however, provision in our constitution to pay trustees (so long as the number of trustees so engaged is a minimum). This was put in place to enable us to engage artists as trustees who might also at some time do some professional work for the organisation. For 2020/21, no such payments took place.

The Trustee Board held the expected, 4 full board meetings during the period, along with 3 finance sub-group and 3 planning/strategic meetings. Trustees who served during the year are listed on p48.

Young trustees

Our young trustees will be drawn from our services and participate at Board meetings, trustee strategic days, as well as being involved in recruitment of trustees and members of the senior leadership team. Young trustees will not have legal responsibilities or voting rights, but trustees will pay close attention to their input and advice. Their contributions will help shape the future direction of the organisation and its strategy.

Safety and Safeguarding

NORCA and Sistema in Norwich Limited is fully committed to ensuring the safety of all participants and staff, with comprehensive risk assessments for all activities, and all the appropriate policies and procedures. We take Safeguarding very seriously, with all staff and volunteers undertaking a DBS check, alongside annual training from Norfolk Safeguarding Children's Partnership, annual review of our Safeguarding policy and membership of our local Safeguarding partnership.

Delegation and sub-groups

The Board maintains a written schedule of matters reserved for the Trustee Board and sub-groups, which clearly defines specific areas for delegation. Sub-groups report to the Board on a regular basis. Our sub-groups are:

Sistema in Norwich Steering Group
– is primarily responsible for supporting, overseeing and advising the delivery of Sistema in Norwich, enabling us to draw in diverse voices and experience to inform the work (currently suspended).

Finance sub-group
- is primarily responsible for all aspects of the charity's financial strategy and performance, ensuring that its resources are being properly and appropriately applied to its key objectives, and that there are sufficient reserves to fund our work.

Fundraising sub-group
– is primarily responsible for supporting, overseeing and advising on all matters relating to fundraising, including donor development, business sponsorship, the 'friends scheme' and events.

Martineau Memorial Hall sub-group
– is responsible for overseeing the management and development of the building.

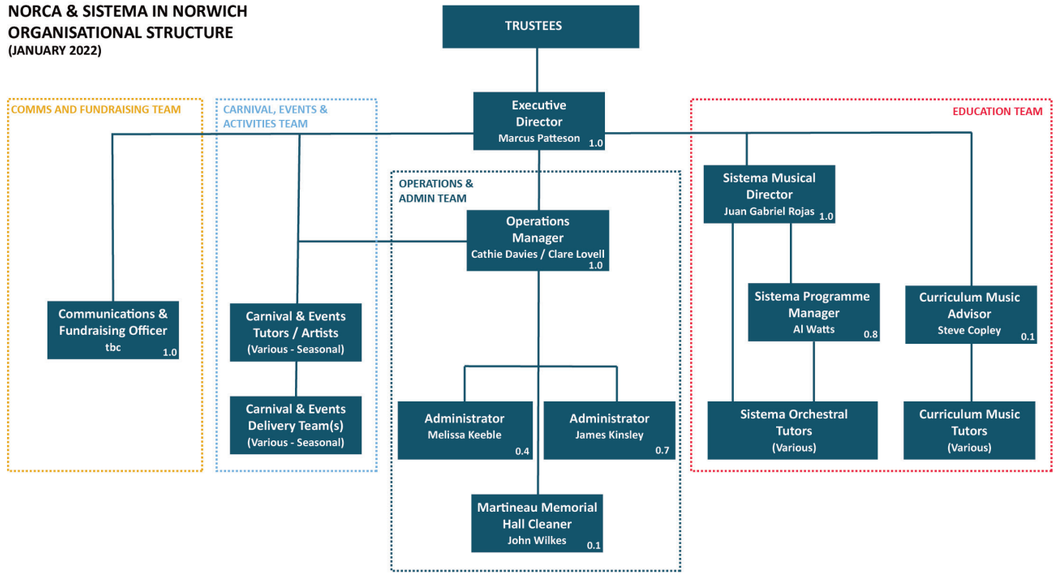


Fig 2: Organisational Structure

Employees

NORCA and Sistema in Norwich Limited believes that we can only achieve our strategic objectives by attracting and retaining skilled and experienced people across a range of functions. To this end, we are committed to ensuring that access to employment opportunities, training, reward and progression provides equality of opportunity for all employees.

Our staff development plan will build on previous work and focus on workforce planning and development, and developing a comprehensive action plan to enhance employee wellbeing. Measures we are looking to implement include:

- a training programme for all staff
- induction for new tutors
- supporting learning opportunities outside our own provision and which employees have identified
- offering coaching and mentoring to staff in relation to their professional duties
- other wellbeing oriented offers and opportunities, e.g. weekly yoga class, etc.

In October 2021, the role of Operations Manager became a temporary job share, to enable the post holder (Cathie Davies) to work remotely. This is reviewed every 3 months.

Equality, Diversity and Inclusion (EDI) is a central component of our strategic intent, and the new plan will seek to enhance EDI throughout the organisation, taking a holistic view that considers all stakeholders both internally and externally, assessing how we can best enhance policy, practice and procedure in the context of EDI, as well as a focus on the engagement and well-being of staff and volunteers. Key focus areas in the field of Equality, Diversity and Inclusion will be identified with a two-year action plan with specific objectives around what we want to achieve.

Volunteers

The support of volunteers is invaluable to our work, though volunteer engagement in 20/21 was limited by the pandemic. We ended the year with 24 active volunteers.

We continue to expand and diversify our volunteer programme, to ensure that volunteering at the charity is accessible and attractive to all. In the year ahead, we will be investing in the volunteer journey across our organisation, to ensure that our respected and valued volunteers have the very best experience with us.

Fundraising and supporter engagement

Fundraising and supporter engagement is becoming more and more important as part of our work, as the pressure on school budgets means that service income for Sistema in Norwich further declined in 2020/21. In 2021/22 we will carry on the work to build long-term relationships with our supporters and partners, ensuring we value and maximise the contribution of every individual, group or organisation.

The majority of our voluntary income last year was raised through Trusts and Foundations, individual support through regular or single gifts, legacies, support from companies, donations from organisations, and individual fundraising initiatives. We are hugely thankful for every gift and contribution.

We proactively comply with the Fundraising Regulator's voluntary regulation scheme, aligning all of our fundraising policies and practices with the Fundraising Codes of Conduct, along with complying with all related legislation and marketing regulations.

The majority of our fundraising activity has been led by staff at NORCA and Sistema in Norwich Limited. In 2020/21 we engaged a freelance fundraiser to support the development of a number of bids for funding to support Sistema in Norwich, with the idea of building on this in 21/22 through the appointment of a new member of staff to support fundraising. As part of developing the 2022-25 business plan we will review and refine our fundraising strategy, however, we expect to prioritise supporter engagement through revamping our 'Friends' scheme, business supporters and fundraising events, alongside developing our Trust and Foundation income.

We proactively monitor any fundraising undertaken on our behalf to comply with the Fundraising Regulator's voluntary regulation scheme. In the past year, we have not uncovered any failure by staff, volunteers, professional fundraisers or commercial participators to comply with these schemes and standards. We received no complaints relating to fundraising activities.

General Data Protection Regulation (GDPR)

NORCA and Sistema in Norwich Limited has put in place policies and procedures to ensure we comply with the General Data Protection Regulations 2018 (GDPR), following a review of how we handle information relating to our beneficiaries, supporters and staff, to ensure we are always honest and open about how we handle personal data and are taking appropriate measures to keep it safe and secure.

Remuneration

The senior management of the charity is the Executive Director, and the remuneration for this post is set by the trustees and reviewed on an annual basis.

In 2021/22, NORCA and Sistema in Norwich Limited will conduct an annual review of pay, as part of our commitment to having a fair and equitable pay system, and ensuring that our pay continues to be in line with similar organisations and charities.

We are a Living Wage employer and our pay system is underpinned by the Living Wage Foundation recommendations. We are committed to continuing to implement increases in the Living Wage, as directed by the Foundation.

Related parties and other key partnerships and organisations

In pursuit of our charitable objectives we work and collaborate with a range of other organisations and related parties. These are detailed below:

Related parties

Rabo de Foguete: Rabo de Foguete is a carnival and outdoor arts organisation run by Marcus Patteson. It is the vehicle through which Marcus delivers his own professional artistic practice, engaging a wider group of local musicians, makers, performers and carnival artists. The development of the group has been supported by NORCA and Sistema in Norwich Limited as part of our carnival remit, and is a key partner in delivering carnival and outdoor arts activity.

Key partner organisations

Norfolk Music Hub: NORCA and Sistema in Norwich Limited has been a partner in the Norfolk Music Hub since it was established in 2012. The Hub is a vital source of funding for Sistema in Norwich, as well as linking the programme to the wider world of music education in Norfolk, progression pathways and other opportunities. In 2020/21 the Hub decided to pass over the work we were delivering for them to us to manage directly. The Hub continues to support us by promoting our activities and concerts through their website and newsletters. They are, therefore, a very important partner organisation.

Norwich City Council: The City Council has been a key partner for the whole time that the charity has been in existence, including support for Waterloo Park Pavilion (2002-2006), our leadership of the community section of the City of Culture Bid (2011), Play Rangers (2009-2011) and the Sure Futures Consortium (2006-2008). Carnival has been a key area of partnership work, particularly focussed on the Norwich Lord Mayor's Procession. NORCA and Sistema in Norwich Limited has been a core-funded organisation for a number of years (for carnival development), a key partner in recent Arts Council funded projects, and continues to play a role in the cultural visioning for the city.

Norwich Business Improvement District (BID): Another important local partner, we work with Norwich BID to deliver a range of activity to promote the city centre, including Head Out Not Home, a summer festival of music and street performance that runs through July and August. 2021 was our eighth year running HONH, which has become an important feature of the city's annual calendar. As well as being a platform for local bands, an opportunity to bring in national acts and a platform to support our work around diversity, we have also developed an element, through other local partnerships, to support up-and-coming acts.

Partnership and partner working is important to our ethos, and we have established and maintain good relationships with local arts and community arts organisations to achieve our goals and ambitions as a charity. These include Access Creative College, the Garage, Norwich Arts Centre, Creative Arts East, Musical Keys, Lost in Translation Circus, Norfolk & Norwich Chamber Music, Young Norfolk Arts Trust, the National Centre for Writing, Norfolk and Norwich Festival and Norwich School. We have long-standing links with most schools in Norwich (particulalry primary schools) working closely with a number through Sistema and Curriculum music delivery (e.g. Catton Grove Primary School, Queen's Hill Primary School, Wensum Junior School and West Earlham Junior School). We are part of a wider network of programmes in England, the UK, Europe and internationally.

Environmental statement

NORCA and Sistema in Norwich Limited works at a community and local level, seeking to minimise our impact on the environment through our environmental policy. Where our activities are most likely to cause a detrimental effect is mainly through transportation of people and goods and the operation of an office. We undertake to minimise our environmental load as much as possible. We elect to work largely within the City of Norwich

and Greater Norwich, with locally based practitioners, minimising the environmental impact of transportation, through shorter journeys, lift shares and encouraging cycling. As our company vans reach the end of their lives we will take full account of environmental considerations in replacing them.

Principal risks and uncertainties

The Trustees have responsibility for ensuring that the charity maintains comprehensive risk management systems and that appropriate actions are being taken to manage and mitigate risks.

We have a formal risk management strategy that provides a robust framework through a risk register model, and subsequently managing risk across the charity. NORCA and Sistema in Norwich Limited has an established system of internal controls that governs all of its operations. These controls have been designed to provide a reasonable level of assurance against the risk of error, fraud and inappropriate or ineffective use of resources. The Governance Risk Register is regularly reviewed by the Trustee Board to ensure transparency and challenge are inherent in the system.

The principal risks that have been identified in the Risk Register through their likelihood and impact on the charity are shown in table 1.

Risk	Examples of mitigating actions
• A child protection failure results in a child or young person being harmed	• Mandatory safeguarding training provided to all staff and volunteers and regular refresher courses for all direct practice staff • Safer recruitment processes in place, including review and sign-off of mandatory DBS checks • Protocols for recording in place • Specialist safeguarding resources, processes and structures in place • Annual Review of safeguarding practice • Internal audit of practice, ensuring compliance with regulatory frameworks and ensuring safeguarding policy and processes are implemented and communicated effectively
• Unable to grow unrestricted income to meet our objectives	• Develop a new supporter engagement approach and strategy • Ensure compliance with new GDPR regulations • Regular reviews of the external environment at both operational and governance levels • Strategic Business Plan and operational plans prioritise support for income generation
• Challenging funding environment results in receiving less funding than needed for our objectives, including cut backs in existing funding	• Build our fundraising capability and capacity • Develop collaborative partnerships • Be innovative, in services to beneficiaries, approaches and in the supporter and funding arenas • Develop evaluation to clearly define impact and support bids for funding • Develop models and approaches to be able to scale delivery
• We are unable to translate strategic intent into operational reality or achieve the impact we want with young people	• Ensure operational plans reflect strategic intent • Close monitoring of progress against operational plans and budget • Develop and implement a clear plan for staff development, including a formal appraisal system • Ensure ‘Our People’ plan supports delivery and instils culture of continuous improvement
• Not having the right personnel to function effectively, whether Trustees, core or delivery	• Ensure there is a robust and ongoing recruitment process for new trustees, with scoping to skills needed • Ensure there is a succession plan for key, senior roles • Develop and implement the 'Our People' plan to ensure training and support needs of staff are fully considered • Develop recruitment plan and protocol for new tutors, to improve availability and fit to our work

TABLE 1: RISKS AND MITIGATING ACTIONS

Financial review

Summary

Total income received for the year was £584,278 (2020: £489,141), which included £141,948 of restricted income (2020: £164,774) and £442,330 of unrestricted income (2020: £324,367). Expenditure totalled £469,301 (2020: £652,814), of which £41,948 was restricted (2020: £184,084) and £427,353 was unrestricted (2020: £468,730). This resulted in a surplus to funds totalling £114,977 (2020: £163,673 deficit). The carried forwards funds total £361,655 (2020: £246,678), of which £120,000 is restricted (2020: £20,000) and £241,655 is unrestricted (2020: £226,678).

Reserves Policy

The trustees will confirm and review on an annual basis the policy in respect of the reserves held by NORCA and Sistema in Norwich Limited, and to ensure that these are normally maintained at a minimum level equivalent to the essential activities of the organisation for a minimum three months, should all other income fail to materialise.

The charity's reserves target is £100,000. As at 31 August 2021, free reserves, being unrestricted funds less fixed assets, totalled £219,958 (2020: £211,093).

This position has been made possible as a result of the Janson legacy, received in May 2019. The Board have therefore allocated £100,000 of unrestricted funds to the reserves, to ensure the charity has the appropriate level of reserves to function effectively. A further £100,000 has been designated to support Sistema in Norwich programme delivery, with the idea that £25k to £30k will be expended each year for the next three years.

Extraordinary use of the reserves

In normal circumstances the reserve funds will not be used for the charity's day-to-day expenditure. The trustees may, by exception, allocate reserve funding to:

- Special projects requiring material financial commitments greater than normal revenue income may support; and
- Any other purpose which is appropriate for the maintenance of and/or growth of the organisation and for which a business case is presented to trustees.

Provided in each case that:

- The allocation of reserves shall be subject to resolution by the Board of Trustees in a meeting of the Board, which shall include electronic meetings and votes;
- The relevant investment from reserves shall be recovered over succeeding financial periods (and any decision by the Board to so allocate shall be subject to a plan for the recovery of the reserves being made at the same time).

Investment Policy

NORCA and Sistema in Norwich Limited's funding is typically on a short-term basis of 3 years or less, with the majority of funding being annual awards or funds from the provision of services. The organisation has no permanent endowment and provides for capital expenditure within annual budgets. The financial pressures created by the pandemic, along with investment in the charity's capacity, have reduced the funds available from the Janson Legacy meaning it is unlikely we will be in the position to invest funds. The policy is to retain funds as cash and place them in bank deposits at the best rate obtainable, taking into account the security of the deposit takers.

Statement of responsibilities
(in respect of the Trustees' annual report and the financial statements)

The trustees (who are also directors of NORCA and Sistema in Norwich Limited for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

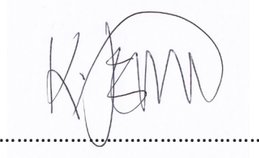
Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

1. select suitable accounting policies and then apply them consistently;
2. observe the methods and principles in the Charities SORP 2019 (FRS 102);
3. make judgments and accounting estimates that are reasonable and prudent;
4. state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
5. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In preparing this report, the trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.



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Karl Jermy

Trustee

Date: 22 June 2022

Independent Examiner's Report
to the Trustees of NORCA and Sistema in Norwich Limited

I report on the accounts of the company for the year ended 31 August 2021 which are set out on pages 36 to 50.

Respective responsibilities of trustees and examiner

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

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

Independent examiner's statement

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

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

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

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

HJ Wilkinson

Helena Wilkinson FCA DChA

Price Bailey LLP Chartered Accountants
Anglia House, 6 Central Avenue
St Andrews Business Park
Norwich
NR7 0HR

Date: 27 June 2022

Financial statements

STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 AUGUST 2021

Income:	Note	Unrestricted Funds £	Restricted Funds £	2021 Total Funds £	17 month period ended 31 August 2020 Total Funds £
Donations and legacies	2	408	10,948	11,356	64,427
Income from charitable activities	3	322,121	131,000	453,121	289,211
Trading income	4	30,773	-	30,773	54,203
Investment income	5	7	-	7	54
Other income	6	89,021	-	89,021	81,246
Total income		**442,330**	**141,948**	**584,278**	**489,141**
Expenditure on charitable activities	14	427,353	41,948	469,301	652,814
Total expenditure		**427,353**	**41,948**	**469,301**	**652,814**
Net income / (expenditure) for the year, being movement in funds		**14,977**	**100,000**	**114,977**	**(163,673)**
Reconciliation of funds:					
Total funds brought forward		226,678	20,000	246,678	410,351
Total funds carried forward	14, 15	**241,655**	**120,000**	**361,655**	**246,678**

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 39 to 50 form part of these financial statements

COMPANY NUMBER: 04278192

BALANCE SHEET AS AT 31 AUGUST 2021

	Note	31 Aug 2021 £		31 Aug 2020 £	
Fixed Assets					
Tangible assets	9		21,697		15,585
			21,697		15,585
Current assets					
Debtors	10	8,293		17,539	
Cash at bank and in hand	11	358,202		219,906	
		366,495		237,445	
Liabilities					
Creditors: amounts falling due within one year	12	(26,537)		(6,352)	
Net current assets/(liabilities)			339,958		231,093
Total net assets			361,655		246,678
The funds of the charity:					
Restricted funds	13		120,000		20,000
Unrestricted funds	13		241,655		226,678
Total funds			361,655		246,678

Approved by the trustees on **22 June 2022** and signed and authorised for issue on their behalf by:

Karl Jermy
Trustee

The notes on pages 39 to 50 form part of these financial statements

For the year ended 31 August 2021 the charitable company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies.

Directors responsibilities:

- the members have not required the company to obtain an audit of its accounts for the period in question in accordance with section 476;
- the directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

STATEMENT OF CASH FLOWS YEAR ENDED 31 AUGUST 2021

	2021	17 month period ended 31 August 2020
	£	£
Cash flows from operating activities:		
Net income/(expenditure) for the year (as per the SOFA)	114,977	(163,673)
Adjustments for:		
Depreciation charges	13,732	16,418
Decrease in debtors	9,246	408,151
Increase/(decrease) in creditors	20,185	(13,665)
Interest received	(7)	(54)
Net cash provided by operating activities	158,133	247,177
Cash flows from investing activities:		
Purchase of property, plant and equipment	(19,844)	(22,911)
Interest received	7	54
Net cash used in investing activities	(19,837)	(22,857)
Change in cash and cash equivalents in the reporting period	138,296	224,320
Cash and cash equivalents at the beginning of the period	219,906	(4,414)
Cash and cash equivalents at the end of the reporting period	358,202	219,906
Cash in hand	358,202	219,906
Bank Overdraft	-	-
Total cash and cash equivalents at end of the period	358,202	219,906

Notes forming part of the Financial Statements for the year ended 31 August 2021

1 Accounting policies

The Charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office is Martineau Memorial Hall, 21 Colegate, Norwich, NR3 1BN. The registered company number is 04278192 and the registered charity number is 1089916.

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - Charities SORP (FRS 102). The Charities financial statements are presented in Sterling and all values are rounded to the nearest pound.

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

The financial statements are prepared in pounds sterling and are rounded to the nearest £.

b) Going concern

These accounts are prepared on a 'going concern' basis. The Coronavirus pandemic has certainly continued to have an impact on our work, but there has been considerably less disruption to delivery, and the development of online provision has given us a strong fallback position, thereby retaining confidence in our work and maintaining our ability to retain programme participants. We put ourselves in a strong position for 21/22, with two thirds of the funding needed for the year in place before the year started, including significant new funding from the Garfield Weston Foundation, and funding pots reopened to applications as part of our ongoing fundraising. We have remained on budget for the year and are due to finish it within the £35k of designated funds allocated to underwrite Sistema provision. Although the format of some of our schools delivery has changed, we have retained delivery in all previous locations, whilst we also restructure Sistema in Norwich around a new, community-based centre. Over the second half of 21/22 we expect things to return to normal, with much of our activity in place (e.g. Head Out Not Home Festival's 9th year), a range of new activity in development (e.g. a new, big, carnival project with Norwich City Council) and the new format for Sistema in Norwich up and running. A 5-year business plan for 2022 to 2026, has been developed, setting out our goals and objectives, along with the financial plan to support that work. The projected budget for 22/23 shows we have enough resources for the next 12 months, while we continue to draw in funds to support our work next year and beyond.

Notes forming part of the Financial Statements for the year ended 31 August 2021 (continued)

1 Accounting policies (continued)

c) Fund accounting

Fund held by the charity are:

- Unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Designated funds which are unrestricted funds earmarked by the trustees for particular purposes.
- Restricted funds which are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

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

d) Income

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

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from government and other grants are 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.

Income received in advance for a future fundraising event or for a grant received relating to the following period are deferred until the criteria for income recognition are met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place. Trading income is recognised on point of sale for both donated and purchased goods.

Rental income is recognised in the period to which the rental property is provided to the tenants.

For legacies, entitlement is taken on a case by case basis at the later of the date when the Charity is aware that probate has been granted, and either:
• the estate has been finalised and estate accounts have been received by the charity; or
• when a distribution is received from the estate.
Receipt of a legacy is only considered probable when the amount can be measured reliably.

Notes forming part of the Financial Statements for the year ended 31 August 2021 (continued)

1 Accounting policies (continued)

e***) Expenditure and irrecoverable VAT***

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

Fundraising costs do not include the costs of disseminating information of support of the charitable activities.

Expenditure on charitable activities comprises of the costs incurred by the charity in the delivery of its activities and services for its beneficiaries, activities undertaken to further the purpose of the charity and their associated support costs.

Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are allocated on an actual basis to the relevant fund.

f) Tangible fixed assets

Assets which are intended to be of ongoing use to the Charity in carrying out its activities are capitalised as fixed assets. All purchased fixed assets are initially recorded at cost.

Assets donated for use by the charity are recognised as income when receivable and capitalised at their open market value.

g) Depreciation

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Fixtures and fittings	-25% Straight line
Media equipment	-25% Straight line
Vehicles	-33% Straight line
Musical instruments	-33% Straight line
Leasehold improvements	- On a straight line basis over the period of the lease, up to the break clause, i.e. 5 years

h) Debtors

Prepayments are valued at the amount prepaid net of any discounts due. Accruing income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

Notes forming part of the Financial Statements
for the year ended 31 August 2021 (continued)

1 Accounting policies (continued)

i) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

j) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any discounts due.

k) Pensions

The Charity provides a defined contribution pension scheme, whereby the charity and its staff each fund the scheme, managed by a third party provider, the assets of which are held by the provider separately from the assets of the charity. The pension charge in the financial statements represents the amounts payable by the charity to the fund in respect of the period.

l) Operating leases

Operating leases are recognised over the period of which the lease falls due.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

m) Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

n) Volunteers

The value of services provided by volunteers has not been included in these financial statements. Further details of their contribution is provided in the Trustees report.

o) Financial instruments

The charity has financial assets being trade debtors, accrued income and cash at bank.

The charity has financial liabiabilities, being the bank overdraft, trade creditors, accruals and tax and social security.

p) Critical accounting estimates

The are no judgements or critical accounting esitmates which have been used in the preparation of these financial statements.

Notes forming part of the Financial Statements
for the year ended 31 August 2021 (continued)

2 Income from donation, grants and legacies

	2021	17 months ended 31 August 2020
	£	£
Legacy	-	38,603
Donations	11,356	25,824
Total	11,356	64,427

Income from donations, grants and legacies was £11,356 (2020: £64,427) of which £408 was unrestricted (2020: £42,158) and £10,948 restricted (2020: £22,269).

Notes forming part of the Financial Statements for the year ended 31 August 2021 (continued)

3 Income from charitable activities

	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2021	2021	2021	17 months ended 31 August 2020	17 months ended 31 August 2020	17 months ended 31 August 2020
	£	£	£	£	£	£
Arts Council England	168,750	-	168,750	-	4,834	4,834
Berwich Bridge Community Primary School	20,893	-	20,893	-	-	-
Catton Grove Primary School	-	-	-	15,000	-	15,000
CAF	-	-	-	-	250	250
Drayton Junior	912	-	912	1,536	-	1,536
Foyle Foundation	-	-	-	-	20,000	20,000
Garfield Weston Foundation	-	35,000	35,000	-	-	-
Groundwork UK	-	-	-	-	4,000	4,000
Hewett Academy	130	-	130	-	-	-
Jane Austen College	2,220	-	2,220	-	-	-
Limbourne Trust	-	10,000	10,000	-	10,000	10,000
Household Infant and Nursery School	3,294	-	3,294	-	-	-
Nelson Infant School	2,770	-	2,770	2,371	-	2,371
Norfolk and Norwich Festival	600	-	600	-	-	-
Norfolk Community Foundation	-	-	-	-	2,496	2,496
Norfolk Music Hub	-	-	-	-	60,000	60,000
Norfolk Music Services	7,046	-	7,046	16,302	-	16,302
Norwich Bid	31,181	-	31,181	29,370	-	29,370
Norwich City Council	-	-	-	10,915	-	10,915
Norwich French Church Charity		1,000	1,000	-	-	-
Norwich Theatre	1,600	-	1,600	-	-	-
Queens Hills Primary	12,000	-	12,000	12,000	-	12,000
The Trumpington Federation	29,112	-	29,112	-	-	-
Anguish's Educational Foundation	-	50,000	50,000	-	40,000	40,000
Norwich Freemen's Charity		35,000	35,000	5,000	-	5,000
Wensum Junior School	26,937	-	26,937	26,790	-	26,790
West Earlham Infant School	-	-	-	320	-	320
West Earlham Junior School	12,900	-	12,900	26,491	-	26,491
White Woman Lane School	1,776	-	1,776	1,536	-	1,536
	322,121	131,000	453,121	147,631	141,580	289,211

Notes forming part of the Financial Statements for the year ended 31 August 2021 (continued)

4 Trading income

	2021	17 months ended 31 August 2020
	£	£
Rental Income	30,557	52,589
Hire of equipment	216	340
Fundraising income	-	264
Event income	-	1,010
	30,773	54,203

Rental income and hire of equipment income is unrestricted and fundraising income is restricted (in both financial years). Event income in 2021 totals £Nil (2020: £1,010).

5 Investment income

	Unrestricted 2021	Unrestricted 17 months ended 31 August 2020
	£	£
Bank Interest Received	7	54

6 Other income

	Unrestricted 2021	Unrestricted 17 months ended 31 August 2020
	£	£
Business Rates Relief	16,058	25,000
Coronavirus Job Retention Scheme income	72,963	56,246
	89,021	81,246

7 Analysis of Expenditure

2021	Charitable Activities	Governance Costs	Total Costs
	£	£	£
Employments	301,924	-	301,924
Service delivery and event costs	68,833	-	68,833
Promotion	1,302	-	1,302
Building, venue hire and storage	32,268	-	32,268
Van and travel	4,929	-	4,929
Accounting and bookkeeping	-	11,280	11,280
Depreciation	13,732	-	13,732
Equipment and materials	9,494	-	9,494
Legal and professional	4,872	-	4,872
Office and other costs	20,666	-	20,666
Total	458,020	11,280	469,300

During the year, total expenditure was £469,300, of which unrestricted expenditure amounted to £427,352 and restricted expenditure amounted to £41,948. Costs are allocated directly to the relevant fund.

Notes forming part of the Financial Statements
for the year ended 31 August 2021 (continued)

7 Analysis of Expenditure (continued)

17 month period ended 31 August 2020

	Charitable Activities	Governance Costs	Total Costs
	£	£	£
Employments	372,419	-	372,419
Service delivery and event costs	147,364	-	147,364
Promotion	7,542	-	7,542
Building, venue hire and storage	40,945	-	40,945
Van and travel	13,774	-	13,774
Accounting and bookkeeping	-	10,425	10,425
Depreciation	16,418	-	16,418
Equipment and materials	11,156	-	11,156
Legal and professional	7,082	-	7,082
Office and other costs	25,689	-	25,689
Total	642,389	10,425	652,814

During the period ended 31 August 2020, total expenditure was £652,814, of which unrestricted expenditure amounted to £468,730 and restricted expenditure amounted to £184,084.

8 Analysis of staff costs and key management personnel

	2021	2020
	£	£
Wages and salaries	283,217	350,721
Social security costs	13,505	15,448
Pension costs	4,968	6,250
	301,690	372,419

The charity trustees were not paid any other benefits from employment with the charity in the period (2020: £Nil) neither were they reimbursed expenses during the period (2020: £Nil).

The average monthly head count was 21 (2020: 18).

No employees received employee benefits excluding pension contributions over £60,000 (2020: £60,000).

NORCA considers that the key management personnel comprises the trustees and senior management team, being the executive director and the operations manager.

Employee benefits of key management personnel of NORCA were £73,699 (2020: £102,572).

Notes forming part of the Financial Statements
for the year ended 31 August 2021 (continued)

9 Tangible fixed assets

	Vehicles	Office equipment & fittings	Media equipment and musical Instruments	Leasehold improve-ments	Total
	£	£	£	£	£
Cost					
At start of period	31,795	78,677	299,077	204,896	614,445
Additions	-	14,277	5,567	-	19,844
At end of period	**31,795**	**92,954**	**304,644**	**204,896**	**634,289**
Depreciation					
At start of period	30,478	75,023	288,463	204,896	598,860
Charge for the period	832	5,490	7,410	-	13,732
At end of period	**31,310**	**80,513**	**295,873**	**204,896**	**612,592**
Net book value at the end of the period	**485**	**12,441**	**8,771**	**-**	**21,697**
Net book value at the start of the period	1,317	3,654	10,614	-	15,585

Fixed assets held in restricted Community Construction Fund and included above have a cost of £96,171, accumulated depreciation of £96,171 and net book value of £NIL (2020: £Nil).

10 Debtors

	2021	2020
	£	£
Trade Debtors	2,272	739
Prepayments and accrued income	6,021	16,800
	8,293	17,539

11 Cash at bank and in hand

	2021	2020
	£	£
Cash	358,202	219,906

12 Creditors: amounts falling due within one year

	2021	2020
	£	£
Creditors	18,361	2,152
Accruals	8,176	4,200
	26,537	6,352

Notes forming part of the Financial Statements for the year ended 31 August 2021 (continued)

13 Funds summary

2021	Balance at the start of the period	Income	Expenditure	Transfers between funds	Balance at end of the period
Restricted funds					
Sistema in Norwich	10,000	95,948	(41,948)	56,000	120,000
Teen Sistema	10,000	46,000		(56,000)	-
Total restricted	20,000	141,948	(41,948)	-	120,000
Designated funds	100,000			-	100,000
Unrestricted funds	126,678	442,330	(427,353)		141,655
Total unrestricted	226,678	442,330	(427,353)	-	241,655
Total funds	246,678	584,278	(469,301)	-	361,655

2020	Balance at the start of the year	Income	Expenditure	Transfers between funds	Balance at end of the year
Restricted funds					
Sistema in Norwich	-	123,089	(113,089)	-	10,000
Teen Sistema	11,191	30,000	(31,191)	-	10,000
Performance Project	28,119	11,685	(39,804)	-	-
Total restricted	39,310	164,774	(184,084)	-	20,000
Total unrestricted	371,041	324,367	(468,730)	-	226,678
Total funds	410,351	489,141	(652,814)	-	246,678

Sistema In Norwich - A programme seeking to transform the lives of young people from areas of deprivation through engagement in music.

Teen Sistema - Part of Sistema in Norwich, Teen Sistema caters for older children who took part in Sistema in their Primary School and are moving (or have moved) onto secondary school. These children and young people are part of Colegate Nucleo Orchestra. This project will be amalgamated with Sistema in Norwich as a result of the move to a single nucleo model, therefore there has been a transfer of the funds from Teen Sistema to Sistema in Norwich

Performance Project - Part of Sistema in Norwich, this project is developing performance and collaboration opportunities for young people taking part in Sistema, whilst developing a year round programme of concerts. The main funder is Arts Council England.

The general reserve represents funds of the charity which are provided on an unrestricted basis. It includes donations, fund raising and surpluses and deficits arising from projects funded from various external sources. Also included in unrestricted funds is a designated fund which the trustees have set aside for the Sistema project going forwards.

Notes forming part of the Financial Statements for the year ended 31 August 2021 (continued)

15 Net assets by funds

2021	Unrestricted funds	Restricted funds	Total funds 2020
Tangible fixed assets	21,697	-	21,697
Debtors	8,293	-	8,293
Cash	238,202	120,000	358,202
Creditors falling due in less than one year	(26,537)	-	(26,537)
	241,655	120,000	361,655

2020	Unrestricted funds	Restricted funds	Total funds 2019
Tangible fixed assets	15,585	-	15,585
Debtors	17,539	-	17,539
Cash	199,906	20,000	219,906
Creditors falling due in less than one year	(6,352)	-	(6,352)
	226,678	20,000	246,678

16 Pension Commitments

The Charity operates one defined contribution pension scheme. The assets of the schemes are held separately from those of the Charity in independently administered funds. The total pension cost charge represents contributions payable by the Charity to the funds and amounted to £4,968 (2020: £6,250). No amounts are outstanding at year end (2020: £Nil).

Notes forming part of the Financial Statements
for the year ended 31 August 2021 (continued)

17 Operating lease commitments

At 31 August 2021, NORCA had future minimum lease payments under non-cancellable operating leases as follows:

Land and buildings

Expiry date:	**2021**	**2020**
	£	**£**
Under 1 year	25,000	25,000
Between 2 and 5 years	14,583	39,583
After more than 5 years	-	-
	39,583	64,583

Other

Expiry date:	**2021**	**2020**
	£	£
Under 1 year	1,317	1,317
Between 2 and 5 years	2,634	3,951
After more than 5 years	-	-
	3,951	5,268

18 Related party transactions

Marcus Patteson who represents key management of NORCA, also runs another organisation called Rabo de Foguete. Transactions between the two entities took place for the provision of professional artistic services, totalling £7,700 (2020: £10,100) and at the year end the amount due amounted to £850 (2020: £NIL).

No further related party transactions took place in the period (2020: £Nil).

CORPORATE INFORMATION

NORCA and Sistema in Norwich Limited

(A company limited by guarantee)

Registered Office

Martineau Memorial Hall,
21 Colegate,
Norwich
NR3 1BN.

Company Registration No. 04278192
Charity Registration No. 1089916
Telephone: 01603 760529 (ext 1)
Website: www.norcasistema.org.uk

Trustee Board

Abby Dalgleish (a)
Beryl Blower (c) (resigned 22 Jun 2021)
Jacqui Mackay (a) (resigned 21 Sep 2021)
Karl Jermy (a) (b)
Stephen Morris (a) (appointed 9 Mar 2021)

(a) member of the Finance sub-group
(b) member of the Martineau Memorial Hall sub-group
(c) member of fundraising sub-group

Company Secretary

Marcus Patteson

Executive Director

Marcus Patteson

Operations Manager

Cathie Davies / Clare Lovell (part-time job share from October 2021)

Sistema in Norwich Musical Director

Juan Gabriel Rojas

Safeguarding Officers

Cathie Davies
Jacqui Mackay (Clare Lovell)

Accountants and Independent Examiners

Price Bailey LLP,
Anglia House, 6 Central Avenue,
St Andrews Business Park,
Thorpe St Andrew,
Norwich
NR7 0HR

Bankers

Barclays plc
5 – 7 Red Lion Street,
Norwich
NR1 3QH.

Solicitors

Howes Percival LLP
The Guildyard
51 Colegate
Norwich
NR3 1DD

Bookkeeper

Sam Jarrett,
Just Accountancy,
39A Rosary Rd,
Norwich
NR1 1SZ.

THANK YOU

Special thanks to our corporate supporters and partners:

Art Angels Publishing
Norwich Business Improvement District
Norwich City Council
The Rees Consultancy Ltd.

Special thanks to our funders:

Arts Council England
Anguish's Educational Foundation
Chivers Trust
Cultural Recovery Fund (DCMS)
Foyle Foundation
Garfield Weston Foundation
Limbourne Trust
Norfolk Community Foundation
Norfolk Music Hub
Norwich Freeman's Charity
Norwich French Church Charity

Special thanks to all our partner schools:

Catton Grove Primary School
Drayton Junior School
Fawcett Primary School
Mousehold Infant School
Nelson Infant School
Queen's Hill Primary School
Trumpington Meadows School
Wensum Junior School
West Earlham Junior School
White Woman Lane Junior School

Thank you to everyone who has raised money for us, volunteered their valuable time and skills, and supported us financially.

Because of your generosity we've been able to do more, whether that is give Sistema children more time each week, reach more people or create more opportunities.

We remain committed to working to create a country where everyone has access to the arts and culture, and people can thrive.

People, and the arts, continue to inspire us, and to drive everything we do.

Transforming Lives Through Arts Participation & Engagement

For more information about our work please visit our website:

norcasistema.org.uk

Norfolk Community Arts Limited

England & Wales - Charity number 1089916

Accounts

NORCA & Sistema in Norwich

Annual Report and Financial Statements

NORCA and Sistema in Norwich Limited

For the period ending 31 August 2020

A Company Limited by Guarantee
Registered in England
Company No. 04278192
Registered charity No. 1089916

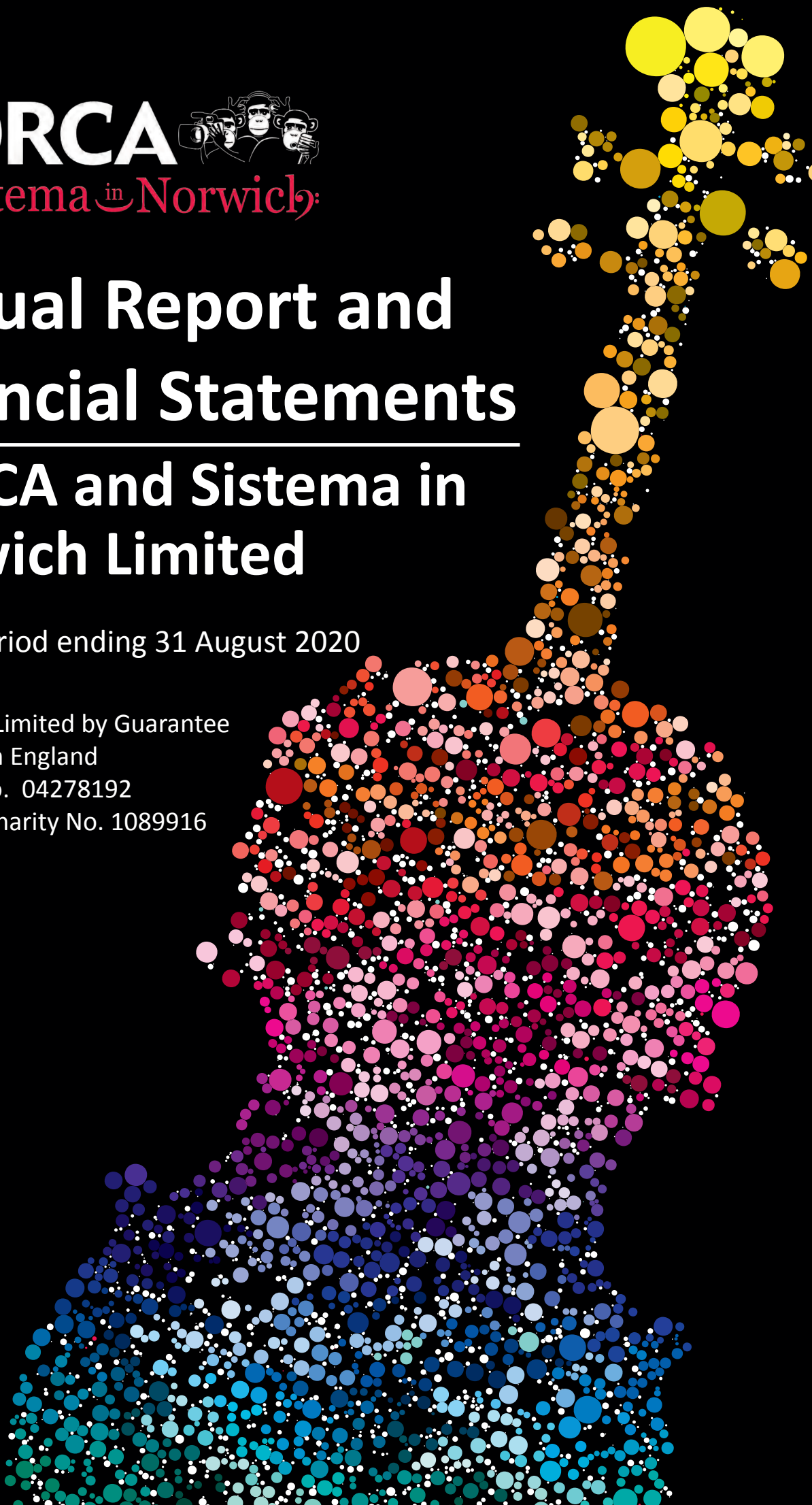

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Photo credits:

Alex Lyons: p2, p3, p4, p7, p18 & 19

Kit Marsden: p8, 12 & 13

Anna Patteson: p16, p17, p24

Norwich City Council: Inside front cover, p3

Introduction

Although 2019/20 proved another successful year for NORCA & Sistema in Norwich Limited, it had a sting in its tail. The Coronavirus pandemic has dominated our thinking over the last 10 months and been hugely challenging for everyone. With so much of our work based on face-to-face contact, we have had to find new ways of delivering and engaging, responding to the needs of participants and schools, alike. I am extremely proud of the organisation's response to Covid-19, from the development of online provision for both Sistema and curriculum music, to the team's response to the challenge of teaching face-to-face with social distancing. We have continued to innovate and explore options, so that children and young people have been able to maintain their engagement and their music education at this time.

This report covers a longer period than usual, 17 rather than 12 months, from April 2019 to August 2020. With so much of our work based around working with and in schools, we took the decision to align our financial year with the academic year, to help with budgeting and financial planning, and in October 2019, we changed our financial year end to 31 August.

The Sistema in Norwich programme continued to take big steps forward under the leadership of Juan Gabriel Rojas. 2019/20 saw us introduce a new approach to inducting children, our Instrument Carousel, and the successful piloting of a community nucleo for the Lakenham and Tuckswood areas of the city (thanks to support from Anguish's Educational Foundation). The Performance Project, funded by Arts Council England, demonstrated how performance helps develop confidence and musicianship, as we saw young people step up to the challenge of regular performances and significantly increase the quality of their playing. The quality of our events reached new levels, with exciting collaborations with professional artists, such as violinist, Laida Alberdi, and drew in ever larger audience numbers, with nearly 3,000 people attending over the project. It was fantastic to see the impact on children and young people, and we particularly want to thank Arts Council England for enabling us to extend the reach and impact of Sistema in Norwich in this way.

Over the last few years, we have made a return to regular carnival work, particularly through our long-standing partnership with Norwich City Council. 2019/20 saw another big carnival project, 'The World We Live In', and the realisation of a long-held ambition, to remove all the petrol and diesel vehicles from the Norwich Lord Mayor's Procession. We feel this move will make for a safer, cleaner

Photo credit: Alex Lyons

and more participant friendly carnival, as well as driving greater creativity. One of the standout results of the year was seeing the blossoming of carnival spirit in Wensum Junior School, one of our long-term partner schools.

This report details a really successful 17 months for the charity. The 7th edition of Head Out Not Home ran for nine weeks in summer 2019, put on 54 acts and gained an audience of nearly 20,000 people. 1,500 children received curriculum music provision and 390 children and young people took part in the Sistema in Norwich orchestras, with over 4,500 tutor hours delivered. The programme continued to successfully engage children from Norwich's most disadvantaged areas, and we were again privileged to see children grow and achieve as a result of taking part. In September 2020 our curriculum music work expanded to three schools in Cambridge, with Sistema orchestra provision to follow in 2021. Though we lost a lot of our activity during 2020 due to the pandemic, we also kept a lot going, and we are now planning for 2021, including expanding our community nucleo model for Sistema in Norwich to cover the whole city.

The Janson Legacy, which we received in May 2019, has given us the chance to put the charity onto a sounder financial footing and make a number of developments. The ethos around the legacy has been to use it to invest in the organisation. In the first instance, that has meant building our staffing capacity, so that we are better able to function and can develop some key areas, such as communications and fundraising. In 2019/20 it also enabled us to pilot new provision for the Teen Sistema, setting up after school sessions during the week at Colegate. With three months of reserves now in place, and funds designated so that there is seed funding for each of the next four years of Sistema delivery, we have a strong platform to build our work and help us draw in other funds.

The Coronavirus pandemic not only brings an immediate challenge to how we maintain our delivery but has bigger implications for the communities we work with, due to its societal impact. In 2019/20 we refreshed our

mission and vision. I believe that the case has never been greater for arts participation and engagement, whether to support those with less opportunity in achieving more, improve mental health and well-being, or develop people's social and emotional capabilities. These capabilities are seen to underpin so many of life's successes and we have consistently seen the impact that, for example, Sistema engagement can bring to support their development. People have turned to arts and culture to help get them through the current crisis, and with a growing contribution to the UK's GDP (5% in 2018) and an international reputation for the quality of our arts industry, arts and culture are surely also part of any economic solution. So, there has never been a more important time for talking about the value of the arts.

I want to thank all our funders, donors and supporters for their commitment to support our work, especially as we grapple with the challenges Covid-19 brings. Without your support we simply could not do what we do and we need it now more than ever. The third sector is threatened like never before and yet the need for support is likely to become even greater as funding sources are pressured. We are so grateful for your continued support.

I am hugely grateful to the Trustee Board who continue to serve, support and scrutinise the charity's work and I want to thank Dawn Rees, who stepped down from the board this year. Dawn has been directly involved with the charity for over 8 years and we will miss her boundless energy and enthusiasm.

I want to say a big thank you to our team, for their commitment and resolve at such a difficult time. It has been great to welcome new members of staff over the last 17 months: Al Watts, the Sistema in Norwich Programme Manager, Anna Patteson and Jade Anderson, who make up the new Comms Team, and James Kinsley, the new administrator.

This year is a special one for us. The charity was started in August 2001, so this year is our twentieth. I am immensely proud of what has been achieved so far and want to say a huge thank you to everyone who has been part of our story. Celebrating this milestone will now mostly be postponed to 2021/22, when we will be looking to take some time to reflect on that story and those people.

Marcus Patteson
EXECUTIVE DIRECTOR

Our mission, vision and values

Our mission	We are dedicated to improving lives and communities through arts and culture.
Our vision	To create a world where arts and culture are part of everyone's lives, and the people and communities we work with can live creative, healthy lives, and fulfil their potential, regardless of background.
Our values	Our values are inclusivity, excellence, cooperation and nurture.

Inclusivity

Our work is founded on opportunity for all, regardless of background, situation or circumstances. We are committed to putting people at the heart of what we do and listening to their voices, so that our work is relevant and responds to their needs.

Excellence

The people and communities we work with deserve the highest, most professional quality of service or provision we can offer. We consistently work to ensure this, and make what we do better. We bring dedication, passion, innovation, inspiration and ambition to all our work.

Cooperation

All our work is built on cooperation, collaboration and respect, and always strives for a simple clear message supported by teamwork, and social responsibility.

Nurture

We create safe and supportive environments within which people can grow and develop. We facilitate and empower change for the people we work with.

"Music has changed her life and she wants to be a music teacher. I think she just connected with music and realised she was passionate about it. She could focus all her energy into it and that meant she wasn't putting energy into being disruptive"
Kayleigh Martin
(Sistema in Norwich Tutor)

Strategic Report

Our approach

Significant work has been undertaken this year on the strategic underpinning of our work and a new 3-year strategy. In March 2020, we updated our charitable objects and followed that with work on a new statement of mission, vision and values. Work is well underway on the new plan, which will not only refresh the strategic direction of our work, but set out exciting plans for the future of the organisation. We have reduced our horizon to three years (from the normal five) because of the challenges of long-term planning in the current climate.

As part of the strategic and business planning process we prioritise our plans and objectives to ensure that competing priorities are managed and resourced appropriately. This feeds into the senior management team and the management of workload on a day-to-day basis.

The focus of our strategy is to make a real difference to people's lives through arts participation and engagement. A lot of our work is currently focused on music and music-related activity, though carnival arts and 'making' are also key areas of activity.

Our work is underpinned by four strategic choices that shape its direction and how we talk about it:

1. **A focus on the impact of economic hardship, social disadvantage and lack of opportunity**

- People who face social disadvantage experience the impact of that across their lives, from educational achievement and employability, to health issues and well-being. We want everyone to have access to arts and culture, in ways that are meaningful and relevant to their lives, especially those with the least resources. We want to design programmes that meet the needs of participants and bring about positive impact for them and their communities.

2. **An ethos of creativity and culture**

- Artistic practice and creativity lie at the heart of all our activities. We work to promote the value of arts engagement and create a wider, positive environment that is receptive to, and values, cultural engagement. We want to model the creative and cultural practice we espouse in how we operate as an organisation. We know that through innovation and creativity we can create lasting change.

3. **Partnership and collective action**

- We recognise we can achieve more if we work with other people, whether other local organisations, parents of participants or professional artists. We will advocate for arts and culture in all aspects of people's lives, and develop the case to support the benefits of engagement in the arts and social impact through arts participation. We want to have a more consistent, relational and collaborative approach to all our work.

4. **Being a high performing organisation**

- We seek to maximise the impact of our available resources for our beneficiaries, not only financial resources but the skills and talents of our workforce and collaborators. We aim to be a more dynamic, effective and responsive charity. As a creative organisation we will think outside the box, challenge expectations and received wisdom, and break new ground.

Achieving our aims

Our goal of securing improvements to quality of life through a relationship with the arts (both direct and indirect) is achieved through five strategic aims, which drive our work:

1. Creating opportunities for participation and engagement in the arts, especially for children and young people: this is where change happens, at the creative coalface, through engagement in a creative practice.
2. Overcoming barriers to cultural engagement, including inequality of access to opportunities for financial reasons: making sure we reach those with the highest needs and the least access.
3. Developing a culture of culture: creating an environment in which culture can thrive and grow, and be sustainable.
4. Reducing disenfranchisement relating to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation: putting diversity and inclusion at the heart of all our work.
5. Generating community cohesion: looking beyond the individual to the wider community.

Our projects, programmes and activities focus on these to different degrees, but ideally will draw on all of them. In some cases, projects are developed that focus on one, specifically.

We believe the best way to achieve our objectives is through direct work with individuals and communities, aimed at giving them more opportunities to thrive, and building their skills and capabilities. This work, however, needs to be framed within a wider culture, that nurtures and supports growth, includes partnerships to support or deliver programmes, and influences policy makers in their choices over resources and policy direction.

We seek to support people in developing the building blocks of healthy, successful, creative lives, raising aspiration and fulfilling potential. We aim to give people the skills and resources to overcome the challenges they face and live better lives, including ones rich in the arts.

Our work is grounded in research by the Young Foundation which identifies the fundamental importance of social and emotional capabilities in the achievement of other outcomes, including educational attainment, health and employment status. It is, therefore, appropriate and effective to focus on these capabilities, and using the arts to cultivate them.

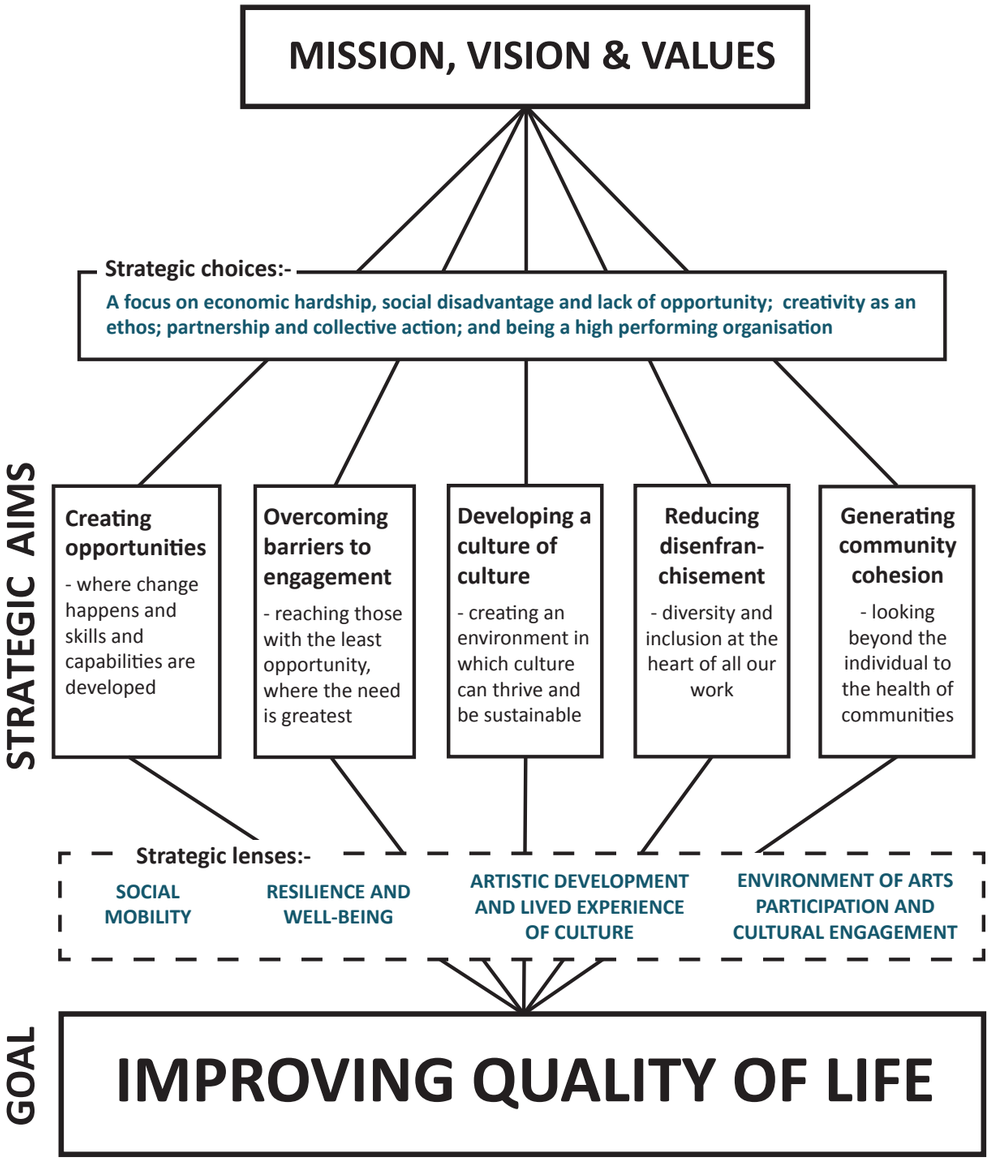


Figure 1: Strategic overview

What we do

Our strategy focuses our work on improving people's lives through arts participation and engagement, and developing a culture of artistic engagement and practice for all. Our impact is viewed through four strategic 'lenses':

Artistic development and lived experience of culture

Artistic practice, in some shape or form, is at the heart of all our work. The areas where we want to have an impact include:

- Developing artistic proficiency
- Developing experience of culture
- Developing creativity and wider artistic skills

Increasing social mobility

For us, social mobility is about people having every chance to be the best they can be. It's about the opportunity to succeed; about changing the way people think, act and engage, so they can realise talents and potential. The areas where we want to have an impact include:

- Creating opportunity where people have limited or no opportunity
- Developing skills and social and emotional capabilities
- Gearing transformation towards self-sustaining and virtuous-circles, such as increasing aspiration and developing confidence
- Increasing achievement across the whole of people's lives
- Offering positive role models and positive activity

Building resilience and wellbeing

The stresses and pressures of modern life can bring all sorts of health issues, particularly relating to mental health (e.g. 60% of children have been reported as suffering from mental health challenges), and socially disadvantaged areas are often seen to have greater health inequalities. The areas where we want to have an impact include:

- Mental health and emotional wellbeing
- Developing confidence, communication, agency and resilience

Creating an environment of arts participation and cultural engagement

Bringing about change is not just about focused programmes, but creating a climate of cultural participation, and recognising the value of culture to people's lives. We want to make sure people (especially young people) have pathways to further opportunities and growth. We want to be part of a thriving community with arts and culture at its heart. The areas where we want to have an impact include:

- Increasing the public profile and audience for culture, to widen exposure and engagement
- Encouraging wider participation through volunteering
- Increasing the sense of value for arts and culture
- Encouraging people to get involved in the arts
- Celebrating diverse cultures
- Developing youth leadership
- Influencing policy

"[Sistema] means everything to me. I am in my element," Dylan, 10

Achievements and performance in 2019/20

1. *A focus on disadvantage and lack of opportunity*

Sistema in Norwich

- 4,543 tutor hours delivered (3,580 in the 19/20 academic year), with children getting between 3 and 6 hours of music each week
- 390 children and young people engaged from areas of multiple deprivation
- Doubled the hours for children taking part in the Colegate Nucleo, with after school sessions during the week, to give all participating young people two instrumental and two ensemble sessions each week
- New community nucleo (music centre) to cover the Lakenham area and engaged children from two more schools, Edith Cavell and Tuckswood Primary Academies
- 7 major concerts and performances to nearly 3,000 people, with 650 our largest audience.
- 19 performances by the school orchestras, to parents and the school community
- 6 orchestra days, as part of the transition from primary to teen levels, with 132 children taking part
- Significant development of the team, including the new role of programme manager, greater admin support and creating a new communications team
- Successfully piloted a new pastoral liaison role, and further strengthened our safeguarding
- Agreed a new programme for three schools in Cambridge (postponed to September 2021 due to the pandemic)

Carnival and Outdoor Arts

- 350 children, parents, teachers and volunteers took part in “The World We Live In”, Norwich City Council’s carnival project for 2019

Other

- 30 people took part in pilot of our new, intergenerational sewing and makers group, Sew Creative, bringing together isolated older people with a range of other ages, to share skills and make stuff

“Sistema has helped me out so much in my life. It's got me through some of the worst times and helped me through some of the best. I’m in music college now thanks to Sistema, actually” Janaya (violin, 17).

2. *An ethos of creativity and culture*

Sistema in Norwich

- 8 professional artists engaged as part of our concert programme
- 1 new commission for the Sistema in Norwich Symphony Orchestra
- 4 tutors contributed original material as part of the Sistema Composers concert

Curriculum and extra curricular music

- 1,500 children across 9 schools recieved provision, delivering over 1,700 tutor hours of music provision (1,300 in the 19/20 academic year)
- New curriculum provision agreed for 20/21 in three Cambridge schools

Carnival and Outdoor Arts

- Lead partner for ‘The World We Live In’ carnival project for the Norwich Lord Mayor’s Procession 2019, helping to shape the overall artistic vision and delivering music content
- Further developed the use of digital instruments in carnival
- 37 participants in new youth community Samba band
- 1 new street show, Ulysses, developed with Rabo de Foguete and premiered
- 54 acts performed over 9 weeks as part of Head Out Not Home 2019 (HONH), with a total audience of nearly 20,000 people
- 18 up and coming artists/bands had the chance to perform

3. *Partnership and collective action*

Sistema in Norwich

- 6 school partners in delivering and promoting Sistema in Norwich
- 7 programme partners including Norfolk Music Hub, Norfolk & Norwich Chamber Music, Norfolk & Norwich Festival, In Harmony Teldord and Stoke and Theatre Royal Norwich
- Led on network development for UK Sistema programmes

Carnival and Outdoor Arts

- Carnival partnership with Norwich City Council, Wensum Junior School, Norwich Puppet Theatre, Ray Mahabir, Art at Work and Alysha Hudson, to deliver the 2019 carnival project
- Partnership with Norwich City Council, Norwich BID, Rabo de Foguete and other local carnival organisations to deliver carnival and outdoor arts activity in the city
- Partnerships with Norwich Arts Centre Sonic Youths, Access to Music, Young Norfolk Arts and Notre Dame High School for the HONH Platform stage, supporting emerging talent
- 5 school partners suppored youth samba bloco development

4. *To be a high performing organisation*

- Governance review completed by Trustees
- New fundraising strategy developed and implemented
- HR review completed - all policies and contracts up to date, staff and freelancer handbooks created, reviewed job profiles and line management, supervisory system established
- Restructured the team and developed a new organisational structure and team structure for Sistema in Norwich, clarifying roles and the associated pay structure
- Recruited two new Trustees

Programme Delivery 2019/20

Sistema in Norwich orchestral provision

Location	Instruments	Details (a/s = after-school, in = in-school)
Primary Sistema		
Catton Grove Primary Nucleo	Violin, viola, cello, double bass, wind and brass	Mon: Wind and brass (a/s) Tue: Strings (a/s) Thu: Orchestra / ensemble (a/s)
Lakenham Nucleo	Violin, viola, cello, double bass, wind, brass and percussion	Tue: Wind, brass and percussion (a/s) Wed: Strings (a/s) Thu: Orchestra / ensemble (a/s)
Queen's Hill Primary Nucleo	Violin, viola and cello	Tue: Instrumental lessons (in) Wed: Orchestra (a/s)
Wensum Junior Nucleo	Violin, viola, cello, double bass, wind and brass	Tue: Instrumental lessons (a/s) Fri: Orchestra / ensemble (a/s)
West Earlham Junior Nucleo	Violin, viola, cello, double bass, brass and percussion	Thu: Instrumental lessons (in) Fri: Orchestra / ensemble (a/s)
Teen Sistema		
Colegate	Violin, viola, cello, double bass, wind, brass, percussion and piano	Mon: Instrumental lesson - Brass Tue: Instrumental lesson - Wind and Strings Wed: Ensemble session - All Fri: Instrumental lesson - Piano Sat: Instrumental lessons, orchestra / ensemble

Curriculum and extra-curricular music provision

Location	Instruments	Details
Curriculum Provision		
Queen's Hill Primary	Digital, ukulele, samba and general music	30mins/class for all children from Reception to Yr6
Wensum Junior	Singing	45mins/class for all children
Nelson Infants	Ukulele	30mins/class for Yrs1 & 2
West Earlham Junior	General music	Whole school on rotation
Other		
Samba after school clubs	Samba drumming	Drayton Junior and White Woman Lane Junior
Whole Class Ensemble	Ukulele, samba and general music	Mousehold Infants (R, Yrs 1 & 2), Nelson Infants (Yr 1 & 2), St Francis Primary (Yrs 2 & 3, Autumn term only), West Earlham Junior (Yr 5)

Other programme delivery

The previous table summarises our music provision during the 2019/20 academic year. It gives details of the delivery at each of the Sistema in Norwich nucleos (music centres), and the schools where we delivered curriculum and after-school music activities.

Extension activities

We were able to extend a number of these activities, to enhance the educational experience and social impact. These included:

Elephant Bloco (Samba group)

The Elephant Bloco was created for the Norwich Lord Mayor's Procession in 2019, bringing together children and young people who work with Samba tutor, Jon Cann, from across the various locations where he delivers Samba work. Funding was secured from Norwich City Council for this group to continue to meet every two months and work towards 2020's carnival.

Sistema in Norwich Performance Project

The Performance Project, funded by Arts Council England, enabled us to significantly extend the performance opportunities of young people taking part in Sistema, and work to develop an audience for our concerts. It offered a platform for developing young people's opportunity to experience a range of live music, and to engage the tutor team in a performance capacity. The project also supported the development of our performance model, where tutors perform alongside children and young people, providing support and example, with young people progressing into those positions over time.

Wensum Carnival Music Group

The Wensum carnival music group extended in-school, curriculum provision (Samba and digital music) by creating a carnival bloco for Wensum Junior's wider engagement with carnival and performance in the Norwich Lord Mayor's Procession.

Evaluation and Monitoring

Evaluation and monitoring is vital for all the programmes and projects we run. At times we have had the resources to commission larger pieces of evaluation work, particularly in support of measuring the impact of Sistema provision, such as engaging the UEA Department of Psychology to assess the Teen Sistema Pilot in 2014. Putting a comprehensive, long-term evaluation framework into place, and commissioning support for this, is a priority for the programme. This will be a major focus in 2020/21, to better demonstrate the impact that our work has on its participants.

NORCA and Sistema in Norwich Limited has considerable experience of measuring impact, including a raft of evaluative measures to support measuring social impact. Typical approaches include:

- demographic information at registration
- questionnaires at the beginning, end and key monitoring points of projects
- verbal feedback at the end of sessions
- self-assessment approaches, such as Shooting Star
- tutor evaluation, assessment and input
- focus group discussions
- one to one interviews
- tracking young people over time
- portfolios of photos and video
- youth panels / forums

Impact

This section considers our impact over a slightly longer timescale, Sep 2018 to Sep 2020, partly to allow for the disruption caused by the Coronavirus pandemic, and parlty to offer a longer pespective to the work. We look at impact through four lenses:

Artistic development and lived experience of culture
Developing proficiency – Building experience – Growing creativity

The skill level of children taking part in Sistema in Norwich took a leap forward between 2018 and 2020. This was particulalry supported by the Performance Project, which as well as challenging and inspiring children, also widened their experience. Monitoring has consistently shown children, tutors, parents and audiences reporting an increase in musical proficiency. Three children from Wensum Junior School got musical scholarships to CNS high school.

Work such as the Opera Project at Wensum Junior school demonstrated the way significant artistic content could be developed and presented by young people, meeting the objectives of growing their skills, proficiencies and creativity, widening their experience of culture, and making it part of their lives. This was also very much reflected in the experience of delivering carnival arts work (at the same school) with the added bonus that, over the two years, the school itself, along with parents and carers, was drawn in and took up leadership of the work.

The makers group and Elephant (samba) Bloco also both saw significant development of skills.

Increasing social mobility
Creating opportunity – Raising aspirations – Overcoming barriers

The teamwork and sense of togetherness of children and young people taking part in Sistema in Norwich is palpable, and noted by tutors, parents and audiences. 98% of these children stated that they would not otherwise be able to learn to play a musical instrument (mostly for financial reasons), and with around 40% of children taking part being on free school meals, the programme is well above the 4% participation levels seen for general instrumental tuition in Norfolk (Music Hub figures). 20% of participants were from BAME backgrounds and another 20% from non-British, white backgrounds, indicating that the programme is drawing in more diverse participants than the figures for the city as a whole.

68% of participants made statements that demonstrated they had a greater sense of aspiration, with two young people going on to university and two to music college in the last two years. A number of young people have come through as orchestral leaders, one of whom has expressed an interest in training as a tutor, and it has often been said in schools that you can tell the children who do Sistema because of how they are in classes and around the school.

As well as the opportunity to learn to play an instrument, Sistema children have also had the chance to perform, and perform in exciting venues, to work with professional artists, to play music they have composed and to experience a range of high quality performance themselves.

Building resilience and wellbeing
Developing confidence – Beating stress – Reducing isolation

Young people taking part in Sistema in Norwich have routinely reported increases in self-confidence, reflected also in observations of how their performance work has got more assured, and how they are, in general, in their lives. The resilience of these children can definitely be said to be increasing, observed in how they respond to the challenges of performing, for example, dealing with mistakes with the pressure of an audience. Work such as the Opera Project, which we ran for two years at Wensum Junior School (2017 & 2018) saw teachers highly rate the level of impact for children, in terms of confidence, interpersonal and social development.

The joy of participating in arts activity is reflected in 7 of 10 children reporting they really enjoyed taking part in Sistema, and even higher levels seen in the responses from children taking part in the Wensum carnival group and Elephant Bloco. There was a palpable buzz to the bloco at the end of the parade in July 2019, with over half the children joining the ongoing group in October.

Although Sew Creative is a programme that is very much in the early stages of it's development, looking at its impact on a participant like Mary (name changed) demonstrates the potential. Mary, who is in her late 60's, lives alone and suffers from anxiety, only goes out rarely and even then does not talk to anyone. A regular attendee of the group, she not only spent time with anything up to 25 other people, but socialises and shares her (considerable) skills in sewing with other members of the group.

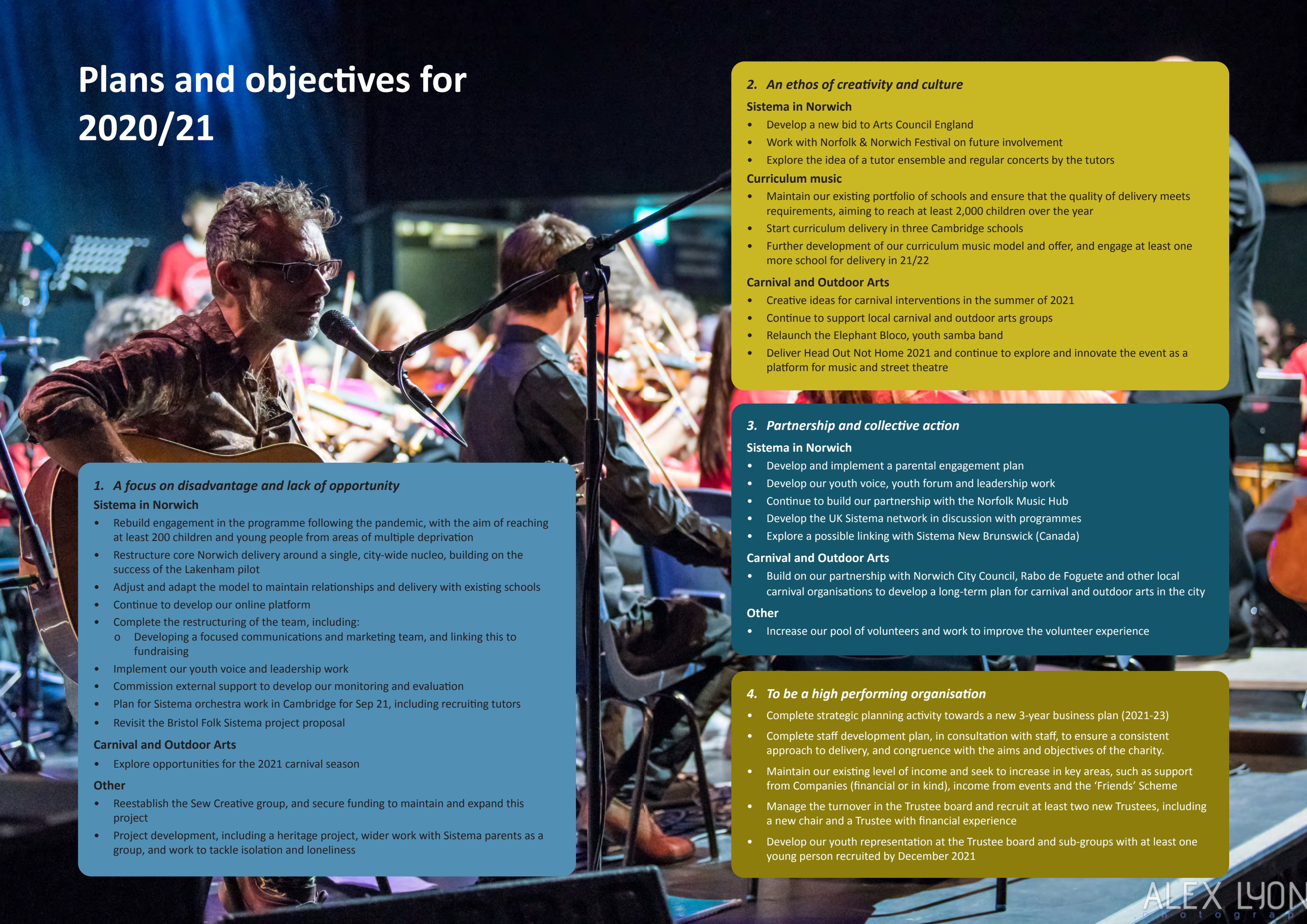
Creating an environment of arts participation and cultural engagement
Growing audiences – Building communities – Embedding in education

We are growing the audience in all areas of our work. Over 3,000 people attended the Sistema in Norwich Performance Project concert series, (between June 2018 and February 2020). Head Out Not Home has seen a steady increase in audience, up to an estimated 20,000 people in 2019, and the attendance figures for the Norwich Lord Mayor's Procession are consistently in the region of 30,000 to 40,000 people. Audience feedback is consistently positive, reflecting both the quality of the work, and the wider acceptance and cultural environment.

The development of carnival work at Wensum Junior is a great example of building a culture of participation. Although the school is one that is very receptive to arts engagement, over two years of activity (2018/2019) we saw an increase in the numbers of children, staff and parents getting involved in the procession itself. In 2020, the school actually developed their own bid to Arts Council England, and were driving their own carnival entry, in partnership with the artistic team.

There is growing appetite for curriculum music delivery being exhibited by schools, reflected in the level of interest we have had in that area of our work and the investment that schools are willing to make in this area. Curriculum work offers a fantastic opportunity to build a culture of music in a school, and extend this (e.g. carnival work, opera, etc.).

Plans and objectives for 2020/21



1. *A focus on disadvantage and lack of opportunity*

Sistema in Norwich

- Rebuild engagement in the programme following the pandemic, with the aim of reaching at least 200 children and young people from areas of multiple deprivation
- Restructure core Norwich delivery around a single, city-wide nucleo, building on the success of the Lakenham pilot
- Adjust and adapt the model to maintain relationships and delivery with existing schools
- Continue to develop our online platform
- Complete the restructuring of the team, including:
  - Developing a focused communications and marketing team, and linking this to fundraising
- Implement our youth voice and leadership work
- Commission external support to develop our monitoring and evaluation
- Plan for Sistema orchestra work in Cambridge for Sep 21, including recruiting tutors
- Revisit the Bristol Folk Sistema project proposal

Carnival and Outdoor Arts

- Explore opportunities for the 2021 carnival season

Other

- Reestablish the Sew Creative group, and secure funding to maintain and expand this project
- Project development, including a heritage project, wider work with Sistema parents as a group, and work to tackle isolation and loneliness

2. *An ethos of creativity and culture*

Sistema in Norwich

- Develop a new bid to Arts Council England
- Work with Norfolk & Norwich Festival on future involvement
- Explore the idea of a tutor ensemble and regular concerts by the tutors

Curriculum music

- Maintain our existing portfolio of schools and ensure that the quality of delivery meets requirements, aiming to reach at least 2,000 children over the year
- Start curriculum delivery in three Cambridge schools
- Further development of our curriculum music model and offer, and engage at least one more school for delivery in 21/22

Carnival and Outdoor Arts

- Creative ideas for carnival interventions in the summer of 2021
- Continue to support local carnival and outdoor arts groups
- Relaunch the Elephant Bloco, youth samba band
- Deliver Head Out Not Home 2021 and continue to explore and innovate the event as a platform for music and street theatre

3. *Partnership and collective action*

Sistema in Norwich

- Develop and implement a parental engagement plan
- Develop our youth voice, youth forum and leadership work
- Continue to build our partnership with the Norfolk Music Hub
- Develop the UK Sistema network in discussion with programmes
- Explore a possible linking with Sistema New Brunswick (Canada)

Carnival and Outdoor Arts

- Build on our partnership with Norwich City Council, Rabo de Foguete and other local carnival organisations to develop a long-term plan for carnival and outdoor arts in the city

Other

- Increase our pool of volunteers and work to improve the volunteer experience

4. *To be a high performing organisation*

- Complete strategic planning activity towards a new 3-year business plan (2021-23)
- Complete staff development plan, in consultation with staff, to ensure a consistent approach to delivery, and congruence with the aims and objectives of the charity.
- Maintain our existing level of income and seek to increase in key areas, such as support from Companies (financial or in kind), income from events and the 'Friends' Scheme
- Manage the turnover in the Trustee board and recruit at least two new Trustees, including a new chair and a Trustee with financial experience
- Develop our youth representation at the Trustee board and sub-groups with at least one young person recruited by December 2021

ALEX LYON
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Governance, structure and management

Legal status and objects

NORCA and Sistema in Norwich Limited is a company limited by guarantee and a charity registered in England and Wales. The organisation was established in 2001. It is governed by its Memorandum and Articles of Association, last reviewed and revised in 2020, to update the charity's objects. These are:

- To advance the education of the public in the arts (including music, dance, visual art, computer art, creative writing and theatre);
- To promote the beneficial effects of arts participation for health;
- To promote the use of the arts for community capacity building, and urban and rural regeneration;
- To provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended, by providing and assisting in the provision of facilities for the performance, rehearsal and practice of and other participation in the arts;
- To further such other charitable purposes as the Charity may from time to time decide.

Public benefit

The trustees have a duty to report on how our organisation's charitable objects have been carried out, for the public benefit, and to follow the guidance from the Charity Commission on the provision of Public benefit requirement under the Charities Act 2011, and the Trustees confirm that they have complied with this duty.

Under the Objects of the charity, the types of benefit that the objects promote are to:

- Advance participation in and appreciation of beneficiaries in a variety of artistic forms, including music, drama, dance, carnival and media;
- Provide access to artistic activity where there may have been some barrier to participation;
- Provide educational, personal and group development opportunities for beneficiaries through specific training programmes and by participation in artistic activities;
- Facilitate social integration and cohesion by providing opportunities for people from different backgrounds to participate in artistic activities together, fostering a better understanding of each other's backgrounds and cultures.

We demonstrate how we have met our principal objectives in our Strategic Report, by explaining why we focus on people facing disadvantage and subsequently reporting on our direct practice, work, policy and achievements with and on behalf of these people. People experiencing disadvantage face challenges that affect their physical and mental well-being. They are likely to have less opportunity and achieve less over their lives than other people. For this reason, we prioritise our work on their needs, so we can have the maximum positive impact and bring lasting change, not just for them but for our entire society.

Understanding and measuring our impact is of vital importance. It is critical in ensuring we achieve our mission of supporting people experiencing disadvantage to thrive, flourish and have better lives.

Access and opportunity

The charity runs a mixture of closed and open activity. Whilst open programmes of activity can be accessed by the general public, closed programmes are focused on particular groups or communities. Where we can, we emphasise the widest possible engagement, as part of our ethos of social inclusion. In 2020 we expanded our geographical remit. Most beneficiaries are usually resident within Norfolk, particularly within the bounds of the City of Norwich, but we now have programmes of work in Cambridge and are in the process of discussing provision (or supporting provision) at other locations in England.

Governance, structure and management

The Trustee Board are the legal directors of the company. Membership of the Board of Trustees is under review, but there is currently no fixed term of office, with Trustees serving until they decide to step down. The Trustee Board has the responsibility for the governance and strategic direction of the charity, ensuring that it upholds its ethos and values and delivers its key objectives.

The Trustee Board understands that good governance is fundamental to the success of the charity and recognises the need for continuous review and improvement. This year the trustees completed a review of governance, based on the seven principles of the Charity Governance Code, with the findings either already implemented, or fed into the business planning process for the coming year.

NORCA and Sistema in Norwich Limited complies with its governing documents and all relevant governance-related legislation, and meets the requirements of charity regulators and best governance practice.

Operational management is delegated by the trustees to the Executive Director, who is accountable to the Trustee Board for its stewardship of the charity. The Executive Director and the Senior Management Team attend Board and Committee meetings.

Recruitment and appointment of trustees (including any constitutional provisions)

Our trustee recruitment process seeks to engage and sustain a combination of specialists and generalists, to ensure that a full range of skills are included on the board for excellent governance. It is also important for us to enrol trustees who subscribe to, and are able to reinforce, our culture, our mission, policies and procedures. Our induction process involves supplying important documentation (most recent business plan, governing document, organisational structure, project archive report, current projects report) followed by a meeting with the Chair, deputy or other designated person, for familiarisation sessions on NORCA and Sistema in Norwich Limited's finance and existing/pending programmes and projects. New trustees are invited to visit a selection of projects to meet staff and participants and to attend a trustees' meeting as an observer. We are also investigating training for trustees to support our commitment to excellent governance.

Trustees are appointed through a transparent and rigorous recruitment and selection process and are elected by members at a trustees meeting. The recruitment of a number of young trustees is a key objective, as part of demonstrating our ongoing commitment to ensuring young people take part in the decisions that affect them.

trustees deploy a wide range of skills, knowledge and experience essential to good governance, and the balance of expertise is kept under review. Collectively, the Trustee Board must demonstrate responsible leadership and judgement.

Trustees, Committee Members, the Chief Executive and the senior leadership team are expected to behave with the utmost integrity and professionalism, and at all times, to demonstrate their commitment to the goals and values of the charity.

All our trustees give their time voluntarily, as regards their position as trustee, and receive no rewards or benefits from NORCA and Sistema in Norwich Limited for the role. There is, however, provision in our constitution to pay trustees (so long as the number of trustees so engaged is a minimum). This was put in place to enable us to engage artists as trustees who might also at some time do some professional work for the organisation. For 2019/20, no such payments took place.

The Trustee Board held the expected, 6 full board meetings during the period, along with an additional 10 interim meetings (between Apr and Aug 20) due to the Coronavirus pandemic. Trustees who served during the year are listed on p48.

Young trustees

Our young trustees will be drawn from our services and participate at Board meetings, trustee strategic days, as well as being involved in recruitment of trustees and members of the senior leadership team. Young trustees will not have legal responsibilities or voting rights, but trustees will pay close attention to their input and advice. Their contributions will help shape the future direction of the organisation and its strategy.

Safety and Safeguarding

NORCA and Sistema in Norwich Limited is fully committed to ensuring the safety of all participants and staff, with comprehensive risk assessments for all activities, and all the appropriate policies and procedures. We take Safeguarding very seriously, with all staff and volunteers undertaking a DBS check, alongside annual training from Norfolk Safeguarding Children's Partnership.

Delegation and sub-groups

The Board maintains a written schedule of matters reserved for the Trustee Board and sub-groups, which clearly defines specific areas for delegation. Sub-groups report to the Board on a regular basis. Our sub-groups are:

Sistema in Norwich Steering Group
– is primarily responsible for supporting, overseeing and advising the delivery of Sistema in Norwich, enabling us to draw in diverse voices and experience to inform the work.

Finance sub-group
- is primarily responsible for all aspects of the charity's financial strategy and performance, ensuring that its resources are being properly and appropriately applied to its key objectives, and that there are sufficient reserves to fund our work.

Fundraising sub-group
– is primarily responsible for supporting, overseeing and advising on all matters relating to fundraising, including donor development, business sponsorship, the 'friends scheme' and events.

Martineau Memorial Hall sub-group
– is responsible for overseeing the management and development of the building.

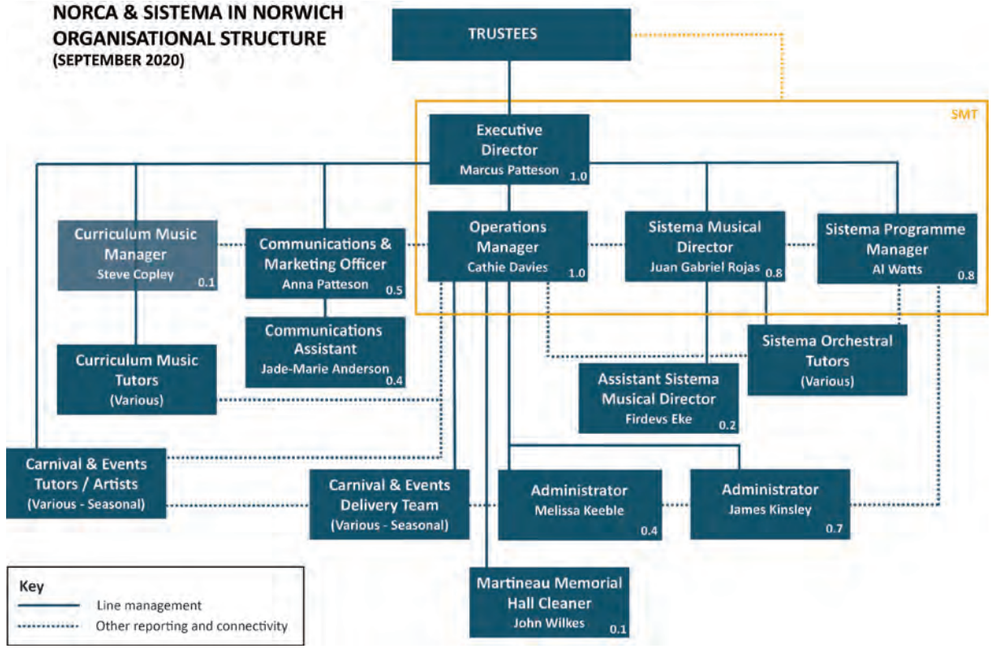


Fig 2: Organisational Structure

Employees

NORCA and Sistema in Norwich Limited believes that we can only achieve our strategic objectives by attracting and retaining skilled and experienced people across a range of functions. To this end, we are committed to ensuring that access to employment opportunities, training, reward and progression provides equality of opportunity for all employees. 2020/21 will see this work continue, building on what was achieved in the previous year.

Our 'Our People' plan will build on work during 19/20 and focus on workforce planning and development, and developing a comprehensive action plan to enhance employee wellbeing. Measures we are looking to implement include:

- a training programme for all staff
- induction for new tutors
- supporting learning opportunities outside our direct provision and which employees have identified
- offering coaching and mentoring to staff in relation to their professional duties

Equality, Diversity and Inclusion (EDI) is a central component of our strategic intent, and the new plan will seek to enhance EDI throughout the organisation, taking a holistic view that considers all stakeholders both internally and externally, assessing how we can best enhance policy, practice and procedure in the context of EDI, as well as a focus on the engagement and well-being of staff and volunteers. Key focus areas in the field of Equality, Diversity and Inclusion will be identified with a two-year action plan with specific objectives around what we want to achieve.

Volunteers

The support of volunteers is invaluable to our work. During 2019/20, our volunteers contributed 1,300 hours of their time in support of NORCA and Sistema in Norwich Limited and its work, offering the equivalent value of £12,000 in volunteering time given. We ended the year with 28 active volunteers.

We continue to expand and diversify our volunteer programme, to ensure that volunteering at the charity is accessible and attractive to all. In the year ahead, we will be investing in the volunteer journey across our organisation, to ensure that our respected and valued volunteers have the very best experience with us. During 19/20 we developed new codes of conduct and practice and we will be implementing a new 'Volunteer's Handbook' during 20/21.

Fundraising and supporter engagement

Fundraising and supporter engagement is becoming more and more important as part of our work, as the pressure on school budgets means that service income for Sistema in Norwich further declined in 2019/20. In 2020/21 we will carry on the work to build long-term relationships with our supporters and partners, ensuring we value and maximise the contribution of every individual, group or organisation.

The majority of our voluntary income last year was raised through Trusts and Foundations, individual support through regular or single gifts, legacies, support from companies, donations from organisations, and individual fundraising initiatives. We are hugely thankful for every gift and contribution.

We proactively comply with the Fundraising Regulator’s voluntary regulation scheme, aligning all of our fundraising policies and practices with the Fundraising Codes of Conduct, along with complying with all related legislation and marketing regulations.

The majority of our fundraising activity has been led by staff at NORCA and Sistema in Norwich Limited. In 2020/21 we are planning to engage a fundraising freelancer to support the development a number of bids. As part of developing the 2021-23 business plan we will review and refine our fundraising strategy, however, we expect to prioritise supporter engagement through revamping our ‘Friends’ scheme, corporate sponsorship and fundraising events, alongside developing our Trust and Foundation support.

We proactively monitor any fundraising undertaken on our behalf to comply with the Fundraising Regulator’s voluntary regulation scheme. In the past year, we have not uncovered any failure by staff, volunteers, professional fundraisers or commercial participators to comply with these schemes and standards. We received no complaints relating to fundraising activities.

General Data Protection Regulation (GDPR)

NORCA and Sistema in Norwich Limited has put in place policies and procedures to ensure we comply with the General Data Protection Regulations 2018 (GDPR), following a review of how we handle information relating to our beneficiaries, supporters and staff, to ensure we are always honest and open about how we handle personal data and are taking appropriate measures to keep it safe and secure.

Remuneration

The senior management of the charity is the Executive Director, and the remuneration for this post is set by the trustees and reviewed on an annual basis.

In 2020/21, NORCA and Sistema in Norwich Limited will conduct an annual review of pay, as part of our commitment to having a fair and equitable pay system, and ensuring that our pay continues to be in line with similar organisations and charities.

We are a Living Wage employer and our pay system is underpinned by the Living Wage Foundation recommendations. We are committed to continuing to implement increases in the Living Wage, as directed by the Foundation.

Principal risks and uncertainties

The Trustees have responsibility for ensuring that the charity maintains comprehensive risk management systems and that appropriate actions are being taken to manage and mitigate risks.

We have a formal risk management strategy that provides a robust framework through a risk register model, and subsequently managing risk across the charity. NORCA and Sistema in Norwich Limited has an established system of internal controls that governs all of its operations. These controls have been designed to provide a reasonable level of assurance against the risk of error, fraud and inappropriate or ineffective use of resources. The Governance Risk Register is regularly reviewed by the Trustee Board to ensure transparency and challenge are inherent in the system.

The principal risks that have been identified in the Risk Register through their likelihood and impact on the charity are shown in table 1.

Related parties and other key partnerships and organisations

In pursuit of our charitable objectives we work and collaborate with a range of other organisations and related parties. These are detailed below:

Related parties

Rabo de Foguete: Rabo de Foguete is a carnival and outdoor arts organisation run by Marcus Patteson. It is the vehicle through which Marcus delivers his own professional artistic practice, engaging a wider group of local musicians, makers, performers and carnival artists. The development of the group has been supported by NORCA and Sistema in Norwich Limited as part of our carnival remit, and is a key partner in delivering carnival and outdoor arts activity.

Key partner organisations

Norfolk Music Hub: NORCA and Sistema in Norwich Limited has been a partner in the Norfolk Music Hub since it was established in 2012. The Hub is a vital source of funding for Sistema in Norwich, as well as linking the programme to the wider world of music education in Norfolk, progression

Risk	Examples of mitigating actions
• A child protection failure results in a child or young person being harmed	• Mandatory safeguarding training provided to all staff and volunteers and regular refresher courses for all direct practice staff • Safer recruitment processes in place, including review and sign-off of mandatory DBS checks • Protocols for recording in place • Specialist safeguarding resources, processes and structures in place • Annual Review of safeguarding practice • Internal audit of practice, ensuring compliance with regulatory frameworks and ensuring safeguarding policy and processes are implemented and communicated effectively
• Unable to grow unrestricted income to meet our objectives	• Develop a new supporter engagement approach and strategy • Ensure compliance with new GDPR regulations • Regular reviews of the external environment at both operational and governance levels • Strategic Business Plan and operational plans prioritise support for income generation
• Challenging funding environment results in receiving less funding than needed for our objectives, including cut backs in existing funding	• Build our fundraising capability and capacity • Develop collaborative partnerships • Be innovative, in services to beneficiaries, approaches and in the supporter and funding arenas • Develop evaluation to clearly define impact and support bids for funding • Develop models and approaches to be able to scale delivery
• We are unable to translate strategic intent into operational reality or achieve the impact we want with young people	• Ensure operational plans reflect strategic intent • Close monitoring of progress against operational plans and budget • Develop and implement a clear plan for staff development, including a formal appraisal system • Ensure 'Our People' plan supports delivery and instils culture of continuous improvement
• Not having the right personnel to function effectively, whether Trustees, core or delivery	• Ensure there is a robust and ongoing recruitment process for new trustees, with scoping to skills needed • Ensure there is a succession plan for key, senior roles • Develop and implement the 'Our People' plan to ensure training and support needs of staff are fully considered • Develop recruitment plan and protocol for new tutors, to improve availability and fit to our work

TABLE 1: RISKS AND MITIGATING ACTIONS

pathways and other opportunities. During 2019/20 we were contracted by the Hub to deliver a range of music in schools, as part of their music education offer, and the Hub supports us by promoting our activities and concerts through their website and newsletters. They are, therefore, a very important partner organisation.

Norwich City Council: The City Council has been a key partner for the whole time that the charity has been in existence, including support for Waterloo Park Pavilion (2002-2006), our leadership of the community section of the City of Culture Bid (2011), Play Rangers (2009-2011) and the Sure Futures Consortium (2006-2008). Carnival has been a key area of partnership work, particularly focussed on the Norwich Lord Mayor's Procession. NORCA and Sistema in Norwich Limited has been a core-funded organisation for a number of years (for carnival development), a key partner in recent Arts Council funded projects, and continues to play a role in the cultural visioning for the city.

Norwich Business Improvement District (BID): Another important local partner, we work with Norwich BID to deliver a range of activity to promote the city centre, including Head Out Not Home, a summer festival of music and street performance that runs through July and August. 2019 was our seventh year running HONH, which has become an important feature of the city's annual calendar. As well as being a platform for local bands, we have also developed it, through other local partnerships, to support up-and-coming acts. Though 2020's festival was cancelled, due to the pandemic, it is expected to go ahead in 2021.

Partnership and partner working is important to our ethos, and we have established and maintain good relationships with local arts and community arts organisations to achieve our goals and ambitions as a charity. These include Access to Music, the Garage, Norwich Arts Centre, NAC Sonic Youths, Creative Arts East, Musical Keys, Lost in Translation Circus, Norfolk & Norwich Chamber Music, Young Norfolk Arts Trust, and Norwich School. We also work closely with all the Sistema in Norwich schools, Catton Grove Primary School, Queen's Hill Primary School, Wensum Junior School and West Earlham Junior School, and with a wider network of programmes in England, the UK, Europe and internationally.

Environmental statement

NORCA and Sistema in Norwich Limited works at a community and local level, seeking to minimise our impact on the environment through our environmental policy. Where our activities are most likely to cause a detrimental effect is mainly through transportation of people and goods and the operation of an office. We undertake to minimise our environmental load as much as possible. We elect to work largely within the City of Norwich and Greater Norwich, with locally based practitioners, minimising the environmental impact of transportation, through shorter journeys, lift shares and encouraging cycling. As our company vans reach the end of their lives we will take full account of environmental considerations in replacing them.

Financial review

Summary

Total income received for the period was £489,141 (2019: £760,902), which included £164,774 of restricted income (2019: £144,010) and £324,367 of unrestricted income (2019: £616,892). Expenditure totalled £652,814 (2019: £421,815), of which £184,084 was restricted (2019: £136,556) and £468,730 was unrestricted (2019: £284,962). This resulted in a deficit of funds totalling £163,673 (2019: £339,384 surplus).
The carried forwards funds total £246,678 (2019: £410,351), of which £20,000 is restricted (2019: £39,310) and £226,678 is unrestricted (2019: £371,041).

Reserves Policy

The trustees will confirm and review on an annual basis the policy in respect of the reserves held by NORCA and Sistema in Norwich Limited, and to ensure that these are normally maintained at a minimum level equivalent to the essential activities of the organisation for a minimum three months, should all other income fail to materialise.

The charity's reserves target is £100,000. As at 31 August 2020, free reserves, being unrestricted funds less fixed assets, totalled £211,093 (2019: £361,949).

This position has been made possible as a result of the Janson legacy, received in May 2019. The Board have therefore allocated £100,000 of unrestricted funds to the reserves, to ensure the charity has the appropriate level of reserves to function effectively. A further £100,000 has been designated to support Sistema in Norwich programme delivery, with the idea that £25k to £30k will be expended each year for the next three to four years.

Extraordinary use of the reserves

In normal circumstances the reserve funds will not be used for the charity's day-to-day expenditure. The trustees may, by exception, allocate reserve funding to:

- Special projects requiring material financial commitments greater than normal revenue income may support; and
- Any other purpose which is appropriate for the maintenance of and/or growth of the organisation and for which a business case is presented to trustees.

Provided in each case that:

- The allocation of reserves shall be subject to resolution by the Board of Trustees in a meeting of the Board, which shall include electronic meetings and votes;
- The relevant investment from reserves shall be recovered over succeeding financial periods (and any decision by the Board to so allocate shall be subject to a plan for the recovery of the reserves being made at the same time).

Investment Policy

NORCA and Sistema in Norwich Limited's funding is typically on a short-term basis of 3 years or less, with the majority of funding being annual awards or funds from the provision of services. The organisation has no permanent endowment and provides for capital expenditure within annual budgets. The financial pressures created by the pandemic, along with investment in the charity's capacity, have reduced the funds available from the Janson Legacy meaning it is unlikely we will be in the position to invest funds. The policy is to retain funds as cash and place them in bank deposits at the best rate obtainable, taking into account the security of the deposit takers.

Statement of responsibilities
(in respect of the Trustees' annual report and the financial statements)

The trustees (who are also directors of NORCA and Sistema in Norwich Limited for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

1. select suitable accounting policies and then apply them consistently;
2. observe the methods and principles in the Charities SORP 2019 (FRS 102);
3. make judgments and accounting estimates that are reasonable and prudent;
4. state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
5. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In preparing this report, the trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

.....

Jacqui Mackay

Trustee

Date: 23 February 2021

Independent Examiner's Report
to the Trustees of NORCA and Sistema in Norwich Limited

I report on the accounts of the company for the period 1 April to 31 August 2020 which are set out on pages 34 to 47.

Respective responsibilities of trustees and examiner

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

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

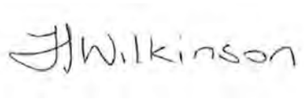
Independent examiner's statement

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

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

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

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



Helena Wilkinson FCA DChA

The Institute of Chartered Accountants in England and Wales

Price Bailey LLP Chartered Accountants
Anglia House, 6 Central Avenue
St Andrews Business Park
Norwich
NR7 0HR

Date: 24 February 2021

Financial statements

STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDIUTRE FOR THE PERIOD ENDED 31 AUGUST 2020

Income:	Note	Unrestricted Funds £	Restricted Funds £	2020 Total Funds £	2019 Total Funds £
Donations and legacies	2	42,158	22,269	64,427	422,689
Income from charitable activities	3	147,631	141,580	289,211	292,214
Trading income	4	53,278	925	54,203	45,925
Investment income	5	54	-	54	74
Other income	6	81,246	-	81,246	-
Total income		**324,367**	**164,774**	**489,141**	**760,902**
Expenditure on charitable activities	14	468,730	184,084	652,814	421,518
Total expenditure		**468,730**	**184,084**	**652,814**	**421,518**
Net (expenditure) / income for the period, being movement in funds		**(144,363)**	**(19,310)**	**(163,673)**	**339,384**
Reconciliation of funds:					
Total funds brought forward		371,041	39,310	410,351	70,967
Total funds carried forward	14, 15	**226,678**	**20,000**	**246,678**	**410,351**

The statement of financial activities includes all gains and losses recognised in the period. All income and expenditure derive from continuing activities.

The notes on pages 37 to 47 form part of these financial statements

COMPANY NUMBER: 4278192

BALANCE SHEET AS AT 31 AUGUST 2020

	Note	31 Aug 2020 £		31 Mar 2019 £	
Fixed Assets					
Tangible assets	9		15,585		9,092
			15,585		9,092
Current assets					
Debtors	10	17,539		425,690	
Cash at bank and in hand	11	219,906		115	
		237,445		425,805	
Liabilities					
Creditors: amounts falling due within one year	12	(6,352)		(24,546)	
Net current assets/(liabilities)			231,093		401,259
Total net assets			246,678		410,351
The funds of the charity:					
Restricted funds	13		20,000		39,310
Unrestricted funds	14		226,678		371,041
Total funds			246,678		410,351

Approved by the trustees on **2nd February 2021** and signed and authorised for issue on their behalf by:

Jacqui Mackay
Trustee

The notes on pages 37 to 47 form part of these financial statements

For the period ended 31 August 2020 the charitable company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies.

Directors responsibilities:

- the members have not required the company to obtain an audit of its accounts for the period in question in accordance with section 476;
- the directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

STATEMENT OF CASH FLOWS AS AT 31 AUGUST 2020

	2020 £	2019 £
Cash flows from operating activities:		
Net income for the period (as per the SOFA)	(163,673)	339,384
Adjustments for:		
Depreciation charges	16,418	5,403
(Increase)/decrease in debtors	408,151	(345,849)
Increase/(decrease) in creditors	(13,665)	(2,287)
Interest received	(54)	(74)
Net cash provided by / (used in) operating activities	247,177	(3,423)
Cash flows from investing activities:		
Purchase of property, plant and equipment	(22,911)	(6,513)
Interest received	54	74
Net cash provided by / (used in) investing activities	(22,857)	(6,439)
Change in cash and cash equivalents in the reporting period	224,320	(9,862)
Cash and cash equivalents at the beginning of the period	(4,414)	5,448
Cash and cash equivalents at the end of the reporting period	219,906	(4,414)
Cash in hand	219,906	115
Bank Overdraft	-	(4,529)
Total cash and cash equivalents at end of the period	219,906	(4,414)

Notes forming part of the Financial Statements for the period ended 31 August 2020

1 Accounting policies

The Charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office is Martineau Memorial Hall, 21 Colegate, Norwich, NR3 1BN. The registered company number is 04278192 and the registered charity number is 1089916.

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The Charities financial statements are presented in Sterling and all values are rounded to the nearest pound.

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

The financial statements are prepared in pounds sterling and are rounded to the nearest £.

b) Going concern

These accounts are prepared on a 'going concern' basis. The Coronavirus pandemic has certainly had an impact on our work and finances, but thanks to being able to move provision online, contracts being honoured, and the range of support we have been able to access (such as the Coronavirus Job Retention Scheme, Culture Recovery Fund and local support), we are currently looking at finishing the current financial year within the £50k of designated funds that the trustees have allocated to underwrite Sistema in Norwich delivery during 2020/21. Once we move out of lockdown and back to a more normal delivery scenario, we will be looking to rebuild delivery across our programmes and restructure Sistema in Norwich to a new, community-based provision. The projected budget for 21/22, which already includes significant funding awarded for Sistema delivery, shows we have enough resources for the next 12 months, while we continue to draw in funds to support Sistema delivery next year and beyond.

c) Fund accounting

Fund held by the charity are:

- Unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Designated funds which are unrestricted funds earmarked by the trustees for particular purposes.
- Restricted funds which are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

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

Notes forming part of the Financial Statements
for the period ended 31 August 2020 (continued)

1 Accounting policies (continued)

d) Income

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

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from government and other grants are 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.

Income received in advance for a future fundraising event or for a grant received relating to the following period are deferred until the criteria for income recognition are met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the charity which is normally upon notification of the interest paid or payable by the bank.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place. Trading income is recognised on point of sale for both donated and purchased goods.

Rental income is recognised in the period to which the rental property is provided to the tenants.

For legacies, entitlement is taken on a case by case basis at the later of the date when the Charity is aware that probate has been granted, and either:
• the estate has been finalised and estate accounts have been received by the charity; or
• when a distribution is received from the estate.
Receipt of a legacy is only considered probable when the amount can be measured reliably.

Notes forming part of the Financial Statements
for the period ended 31 August 2020 (continued)

1 Accounting policies (continued)

e) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

Fundraising costs do not include the costs of disseminating information of support of the charitable activities.

Expenditure on charitable activities comprises of the costs incurred by the charity in the delivery of its activities and services for its beneficiaries, activities undertaken to further the purpose of the charity and their associated support costs.

Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are allocated on an actual basis to the relevant fund.

f) Tangible fixed assets

Assets which are intended to be of ongoing use to the Charity in carrying out its activities are capitalised as fixed assets. All purchased fixed assets are initially recorded at cost.

Assets donated for use by the charity are recognised as income when receivable and capitalised at their open market value.

g) Depreciation

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Fixtures and fittings	-25% Straight line
Media equipment	-25% Straight line
Vehicles	-33% Straight line
Musical instruments	-33% Straight line
Leasehold improvements	- On a straight line basis over the period of the lease, up to the break clause, i.e. 5 years

h) Debtors

Prepayments are valued at the amount prepaid net of any discounts due. Accruing income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

i) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Notes forming part of the Financial Statements
for the period ended 31 August 2020 (continued)

1 Accounting policies (continued)

j) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any discounts due.

k) Pensions

The Charity provides a defined contribution pension scheme, whereby the charity and its staff each fund the scheme, managed by a third party provider, the assets of which are held by the provider separately from the assets of the charity. The pension charge in the financial statements represents the amounts payable by the charity to the fund in respect of the period.

l) Operating leases

Operating leases are recognised over the period of which the lease falls due.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

m) Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

n) Volunteers

The value of services provided by volunteers has not been included in these financial statements. Further details of their contribution is provided in the trustees' report.

o) Financial instruments

The charity has financial assets being trade debtors, accrued income and cash at bank.

The charity has financial liabiabilities, being the bank overdraft, trade creditors, accruals and tax and social security.

p) Critical accounting estimates

The are no judgements or critical accounting esitmates which have been used in the preparation of these financial statements.

Notes forming part of the Financial Statements
for the period ended 31 August 2020 (continued)

2 Income from donation, grants and legacies	**2020**	**2019**
	£	**£**
Legacy	38,603	380,604
Donations	25,824	42,085
Total	64,427	422,689

Income from donations, grants and legacies was £64,427 (2019: £422,689) of which £42,158 was unrestricted (2019: £380,604) and £22,269 restricted (2019: £42,085).

3 Income from charitable activities

	Unrestricted Funds 2020	Restricted Funds 2020	Total Funds 2020	Unrestricted Funds 2019	Restricted Funds 2019	Total Funds 2019
	£	£	£	£	£	£
Arts Council England	-	4,834	4,834	-	19,336	19,336
Catton Grove Primary School	15,000	-	15,000	15,449	-	15,449
CAF	-	250	250	-	-	-
Drayton Junior	1,536	-	1,536	1,152	-	1,152
Foyle Foundation	-	20,000	20,000	-	20,000	20,000
Geoffrey Watling Charity	-	-	-	-	5,000	5,000
George White Junior School	-	-	-	10,530	-	10,530
Groundwork UK	-	4,000	4,000	-	-	-
Lakenham Primary School	-	-	-	28,284	-	28,284
Limbourne Trust	-	10,000	10,000	-	10,000	10,000
Nelson Infant School	2,371	-	2,371	1,505		1,505
Norfolk Community Foundation	-	2,496	2,496	-	5,150	5,150
Norfolk Music Hub	-	60,000	60,000	-	30,000	30,000
Norfolk Music Services	16,302	-	16,302	17,099	-	17,099
Norwich Bid	29,370	-	29,370	29,603	-	29,603
Norwich City Council	10,915	-	10,915	16,800	-	16,800
Queens Hill Primary	12,000	-	12,000	12,000	-	12,000
Thomas Anguish Foundation	-	40,000	40,000	-	-	-
Town Close Charity	5,000	-	5,000	-	10,000	10,000
Wensum Junior School	26,790	-	26,790	27,406	-	27,406
West Earlham Infant School	320	-	320	-	-	-
West Earlham Junior School	26,491	-	26,491	31,850	-	31,850
White Woman Lane School	1,536	-	1,536	1,632	-	1,632
Other income	-	-	-	(582)	-	(582)
	147,631	141,580	289,211	192,728	99,486	292,214

Notes forming part of the Financial Statements
for the period ended 31 August 2020 (continued)

4 Trading income

	2020	2019
	£	£
Rental Income	52,589	43,006
Hire of equipment	340	480
Fundraising income	264	2,439
Event income	1,010	-
	54,203	45,925

Rental income and hire of equipment income is unrestricted and fundraising income is restricted (in both financial years). Event income in 2020 totals £1,010 (2019: £Nil) of which £349 is unrestricted and £661 is restricted.

5 Investment income

	Unrestricted 2020	Unrestricted 2019
	£	£
Bank Interest Received	54	74

6 Other income

	Unrestricted 2020	Unrestricted 2019
	£	£
Business Rates Relief	25,000	-
Coronavirus Job Retention Scheme	56,246	-
	81,246	-

7 Analysis of Expenditure

2020	Charitable Activities	Governance Costs	Total Costs
	£	£	£
Employments	372,419	-	372,419
Service delivery and event costs	147,364	-	147,364
Promotion	7,542	-	7,542
Building, venue hire and storage	40,945	-	40,945
Van and travel	13,774	-	13,774
Accounting and bookkeeping	-	10,425	10,425
Depreciation	16,418	-	16,418
Equipment and materials	11,156	-	11,156
Legal and professional	7,082	-	7,082
Office and other costs	25,689	-	25,689
Total	642,389	10,425	652,814

During the period, total expenditure was £652,814, of which unrestricted expenditure amounted to £468,730 and restricted expenditure amounted to £184,084.

Costs are allocated directly to the relevant fund.

Notes forming part of the Financial Statements
for the period ended 31 August 2020 (continued)

7 Analysis of Expenditure (continued)

2019	Charitable Activities	Governance Costs	Total Costs
	£	£	£
Employments	186,488	-	186,488
Service delivery and event costs	141,103	-	141,103
Promotion	4,119	-	4,119
Building, venue hire and storage	39,061	-	39,061
Van and travel	8,465	-	8,465
Accounting and bookkeeping	-	6,474	6,474
Depreciation	5,403	-	5,403
Equipment and materials	8,008	-	8,008
Legal and professional	1,081	-	1,081
Office and other costs	21,316	-	21,316
Total	415,044	6,474	421,518

During the year ended 31 March 2019, total expenditure was £421,518, of which unrestricted expenditure amounted to £284,962 and restricted expenditure amounted to £136,556.

8 Analysis of staff costs and key management personnel

	2020	2019
	£	£
Wages and salaries	350,721	174,943
Social security costs	15,448	9,899
Pension costs	6,250	1,629
	372,419	186,471

The charity trustees were not paid any other benefits from employment with the charity in the period (2019: £Nil) neither were they reimbursed expenses during the period (2019: £Nil).

The average monthly head count was 18 (2019: 12).

No employees received employee benefits excluding pension contributions over £60,000 (2019: £60,000).

NORCA considers that the key management personnel comprises the trustees and senior management team, being the executive director and the operations manager.

Employee benefits of key management personnel of NORCA & Sistema in Norwich Limited were £102,572 (2019: £40,406).

9 Net income

	2020	2019
	£	£
Net income is stated after charging:		
Independent Examiner's Fee	3,500	3,100
Depreciation	16,418	5,403
Operating leases telephone	1,317	1,317
Operating leases land and buildings	25,000	25,000

Notes forming part of the Financial Statements
for the period ended 31 August 2020 (continued)

10 Tangible fixed assets

	Vehicles	Office Equipment & fittings	Media equipment & Musical Instruments	Leasehold Improve-ments	Total
	£	£	£	£	£
Cost					
At start of period	29,300	72,419	284,919	204,896	591,534
Additions	2,495	6,258	14,158	-	22,911
At end of period	**31,795**	**78,677**	**299,077**	**204,896**	**614,445**
Depreciation					
At start of period	29,300	71,102	277,144	204,896	582,442
Charge for the period	1,178	3,921	11,319	-	16,418
At end of the period	**30,478**	**75,023**	**288,463**	**204,896**	**598,860**
Net book value at the end of the period	**1,317**	**3,654**	**10,614**	**-**	**15,585**
Net book value at the start of the period	-	1,317	7,775	-	9,092

Fixed assets held in restricted Community Construction Fund and included above have a cost of £98,727, accumulated depreciation of £98,727 and net book value of £NIL (2019: £Nil).

11 Debtors

	2020	2019
	£	£
Trade Debtors	739	28,781
Prepayments and accrued income	16,800	396,909
	17,539	425,690

12 Cash at bank and in hand

	2020	2019
	£	£
Cash	219,906	115

13 Creditors: amounts falling due within one year

	2020	2019
	£	£
Bank overdraft	-	4,529
Creditors	2,152	12,744
Taxation and social security	-	3,553
Accruals	4,200	3,720
	6,352	24,546

Notes forming part of the Financial Statements
for the period ended 31 August 2020 (continued)

14 Funds summary

2020	Balance at the start of the period	Income	Expenditure	Transfer between funds	Balance at end of the period
Restricted funds					
Sistema in Norwich	-	123,089	(113,089)	-	10,000
Teen Sistema	11,191	30,000	(31,191)	-	10,000
Performance Project	28,119	11,685	(39,804)	-	-
Total restricted	39,310	164,774	(184,084)		20,000
Designated funds	-			100,000	100,000
Unrestricted funds	371,041	324,367	(468,730)	(100,000)	126,678
Total unrestricted	371,041	324,367	(468,730)	-	226,678
Total funds	410,351	489,141	(652,814)	-	246,678

2019	Balance at the start of the period	Income	Expenditure		Balance at end of the period
Restricted funds					
Sistema in Norwich	11,000	59,989	(70,989)	-	-
Teen Sistema	-	33,010	(21,819)	-	11,191
Performance Project	20,856	51,011	(43,748)	-	28,119
Total restricted	31,856	144,010	(136,556)	-	39,310
Total unrestricted	39,111	616,892	(284,962)	-	371,041
Total funds	70,967	760,902	(421,518)	-	410,351

Sistema In Norwich - A programme seeking to transform the lives of young people from areas of deprivation through engagement in music.

Teen Sistema - Part of Sistema, Teen Sistema caters for older children who took part in Sistema in their Primary School and are moving (or have moved) onto secondary school. These children and young people are part of Colegate Nucleo Orchestra.

Performance Project - Part of Sistema in Norwich, this project is developing performance and collaboration opportunities for young people taking part in Sistema, whilst developing a year round programme of concerts. The main funder is Arts Council England.

The general reserve represents funds of the charity which are provided on an unrestricted basis. It includes donations, fundraising and surpluses, and deficits arising from projects funded from various external sources. Also included in unrestricted funds is a designated fund which the trustees have set aside for the Sistema project going forwards.

Notes forming part of the Financial Statements
for the period ended 31 August 2020 (continued)

15 Net assets by funds

2020	Unrestricted funds	Restricted funds	Total funds 2020
Tangible fixed assets	15,585	-	15,585
Debtors	17,539	-	17,539
Cash	199,906	20,000	219,906
Creditors falling due in less than one year	(6,352)	-	(6,352)
	226,678	20,000	246,678

2019	Unrestricted funds	Restricted funds	Total funds 2019
Tangible fixed assets	9,092	-	9,092
Debtors	386,380	39,310	425,690
Deposits and cash at bank	115	-	115
Creditors falling due in less than one year	(24,546)	-	(24,546)
	371,041	39,310	410,351

16 Pension Commitments

The Charity operates one defined contribution pension scheme. The assets of the schemes are held separately from those of the Charity in independently administered funds. The total pension cost charge represents contributions payable by the Charity to the funds and amounted to £6,250 (2019: £1,629). No amounts are outstanding at year end (2019: £Nil).

Notes forming part of the Financial Statements
for the period ended 31 August 2020 (continued)

17 Operating lease commitments

At 31 August 2020, NORCA had future minimum lease payments under non-cancellable operating leases as follows:

Land and buildings

Expiry date:	2020 £	2019 £
Under 1 year	25,000	25,000
Between 2 and 5 years	39,583	100,000
After more than 5 years	-	-
	64,583	125,000

Other

Expiry date:	2020 £	2019 £
Under 1 year	1,317	1,317
Between 2 and 5 years	3,951	5,269
After more than 5 years		659
	5,268	7,245

18 Related party transactions

Marcus Patteson who represents key management of NORCA, also runs another organisation called Rabo de Foguete. Transactions between the two entities took place for the provision of professional artistic services, totalling £10,100 (2019: £4,525) and at the period end the amount due amounted to NIL (2019: NIL).

No further related party transactions took place in the period (2019: Nil).

CORPORATE INFORMATION

NORCA and Sistema in Norwich Limited

(A company limited by guarantee)

Registered Office

Martineau Memorial Hall,
21 Colegate,
Norwich
NR3 1BN.

Company Registration No. 04278192
Charity Registration No. 1089916
Telephone: 01603 760529 (ext 1)
Website: www.norcasistema.org.uk

Trustee Board

Abby Dalgleish (b)
Dawn Rees (a) (b) (resigned Oct 2020)
Jacqui Mackay (a) (b)
Karl Jermy (c)
Beryl Blower (d) (appointed 25 Mar 2020)

(a) member of the Finance sub-group
(b) member of the Sistema in Norwich Steering Group
(c) member of the Martineau Memorial Hall sub-group
(d) member of fundraising sub-group

Company Secretary

Marcus Patteson

Members of Committees

Alison Corfield (b), Marion Catlin (b), Jessica Lowry (b), Victoria McConnell (b)

Executive Director

Marcus Patteson

Operations Manager

Cathie Davies

Sistema in Norwich Musical Director

Juan Gabriel Rojas

Safeguarding Officers

Cathie Davies
Jacqui Mackay

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Thorpe St Andrew,
Norwich
NR7 0HR

Bankers

Barclays plc
5 – 7 Red Lion Street,
Norwich
NR1 3QH.

Solicitors

Howes Percival LLP
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51 Colegate
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NR3 1DD

Bookkeeper

Sam Jarrett,
Just Accountancy,
39A Rosary Rd,
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"I could not imagine my life without Sistema", Janaya (violin, 17)

THANK YOU

Special thanks to our corporate supporters and partners:

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Special thanks to our funders:

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Norfolk Music Hub
Norfolk & Norwich Chamber Music
The Norwich Freeman's Charity
The Silk Purse Fund
Tesco Bags of Help
Virgin Money Foundation Heart of the Community

Special thanks to the Sistema schools:

Catton Grove Primary School
Queen's Hill Primary School
Wensum Junior School
West Earlham Junior School

" I live on my own and don't get out very often, I just go to the shops and then I don't really get to talk to people. The [sewing] group has really helped me. I've made friends and it's given me the confidence to share my skills ." Mary, 69

Thank you to everyone who has raised money for us, volunteered their valuable time and skills, and supported us financially.

Because of your generosity we've been able to do more, whether that is give Sistema children more time each week, reach more people or create more opportunities.

We remain committed to working to create a country where everyone has access to the arts and culture, and people can thrive.

People, and the arts, continue to inspire us, and to drive everything we do.

Transforming Lives Through Arts Participation & Engagement

For more information about our work please visit our website:

norcasistema.org.uk