

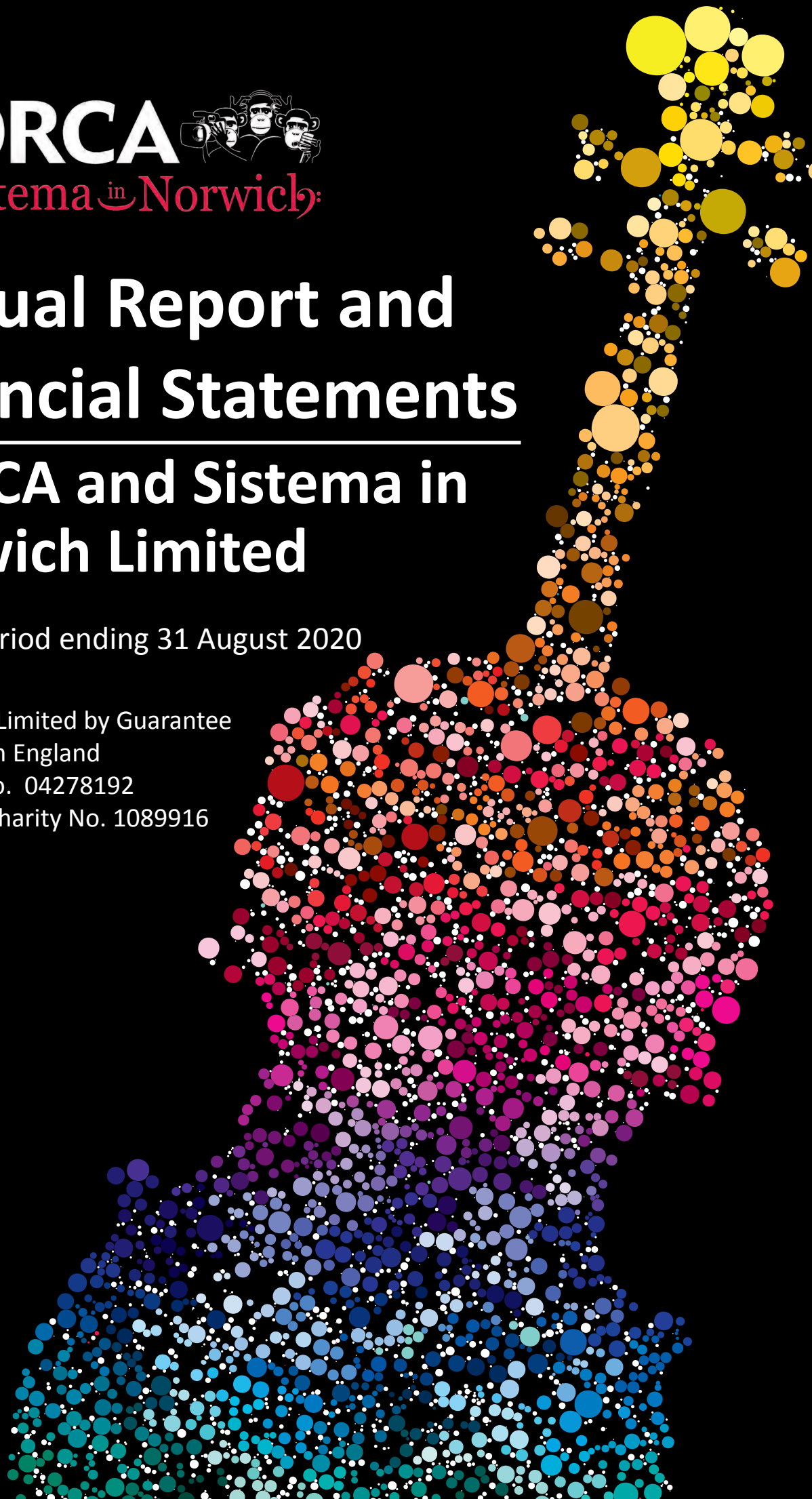


Annual Report and Financial Statements

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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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 Tuckwood 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.

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.

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.

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.



"I really enjoy music and playing music because it makes me feel happy when I do it. It gives me a happy feeling."

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.

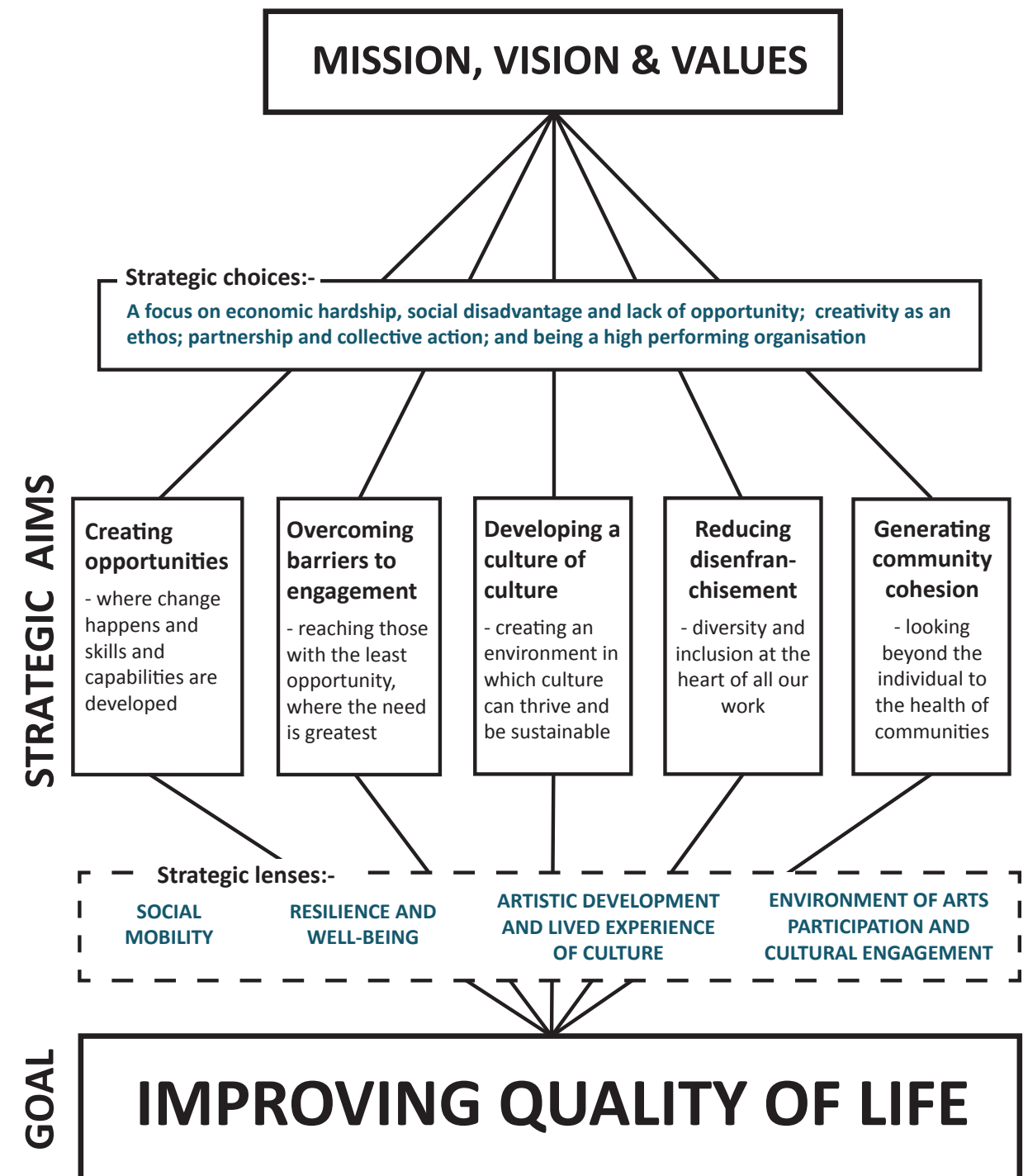


Figure 1: Strategic overview

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

"Just what I need after a hard week. This is such a wonderful event, to bring music to everyone and make it accessible. It is why I love living in Norwich," Head Out Not Home audience feedback



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 received 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 supported 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 partly to offer a longer perspective 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 particularly 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.

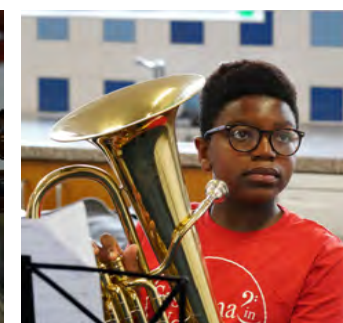
Building resilience and wellbeing

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 its 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

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.

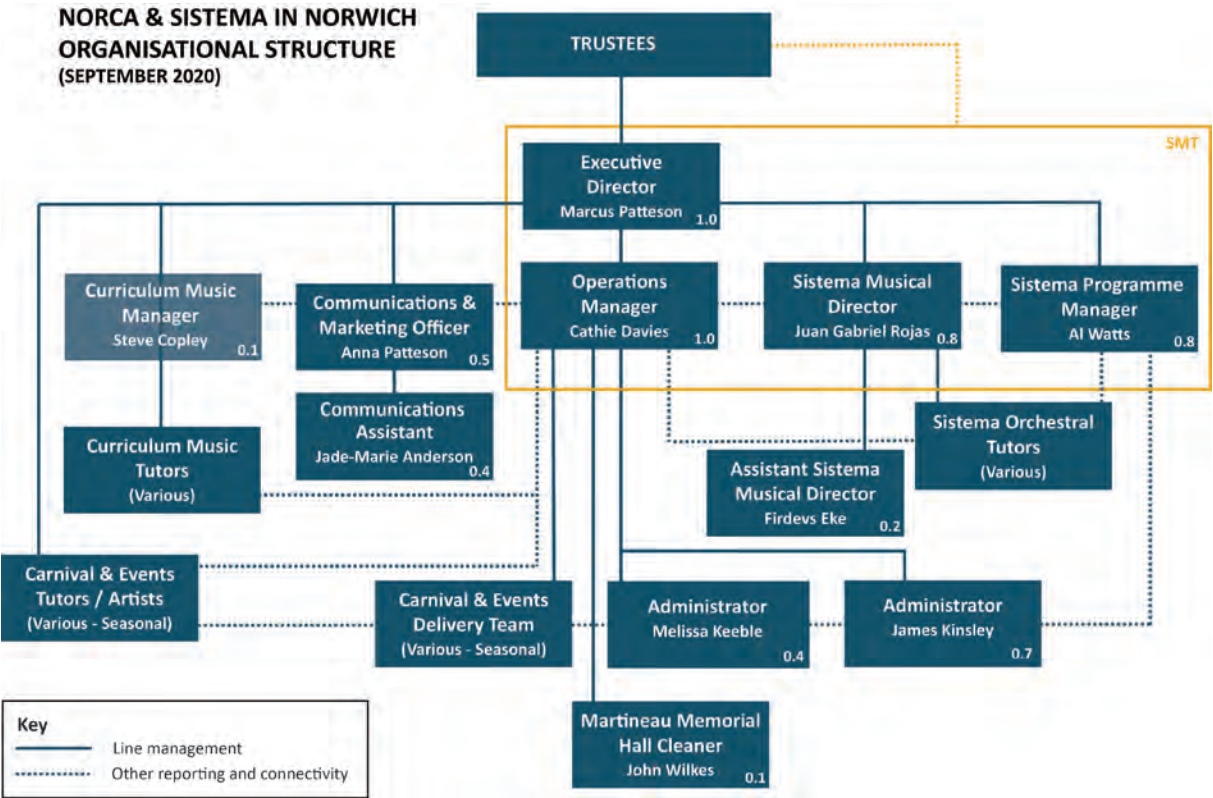


Fig 2: Organisational Structure

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.



"I love this group. We're all different ages and we all have ideas to share and it gives me something outside of work to look forward to."

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
<ul style="list-style-type: none">A child protection failure results in a child or young person being harmed	<ul style="list-style-type: none">Mandatory safeguarding training provided to all staff and volunteers and regular refresher courses for all direct practice staffSafer recruitment processes in place, including review and sign-off of mandatory DBS checksProtocols for recording in placeSpecialist safeguarding resources, processes and structures in placeAnnual Review of safeguarding practiceInternal audit of practice, ensuring compliance with regulatory frameworks and ensuring safeguarding policy and processes are implemented and communicated effectively
<ul style="list-style-type: none">Unable to grow unrestricted income to meet our objectives	<ul style="list-style-type: none">Develop a new supporter engagement approach and strategyEnsure compliance with new GDPR regulationsRegular reviews of the external environment at both operational and governance levelsStrategic Business Plan and operational plans prioritise support for income generation
<ul style="list-style-type: none">Challenging funding environment results in receiving less funding than needed for our objectives, including cut backs in existing funding	<ul style="list-style-type: none">Build our fundraising capability and capacityDevelop collaborative partnershipsBe innovative, in services to beneficiaries, approaches and in the supporter and funding arenasDevelop evaluation to clearly define impact and support bids for fundingDevelop models and approaches to be able to scale delivery
<ul style="list-style-type: none">We are unable to translate strategic intent into operational reality or achieve the impact we want with young people	<ul style="list-style-type: none">Ensure operational plans reflect strategic intentClose monitoring of progress against operational plans and budgetDevelop and implement a clear plan for staff development, including a formal appraisal systemEnsure 'Our People' plan supports delivery and instils culture of continuous improvement
<ul style="list-style-type: none">Not having the right personnel to function effectively, whether Trustees, core or delivery	<ul style="list-style-type: none">Ensure there is a robust and ongoing recruitment process for new trustees, with scoping to skills neededEnsure there is a succession plan for key, senior rolesDevelop and implement the 'Our People' plan to ensure training and support needs of staff are fully consideredDevelop 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

"Sistema, in a nutshell, means to me a family, bound by the joys of music and the atmosphere and creativity it allows us free rein. It is a place where everyone is accepted and given the chance to experience music at it's best, to be creative and most importantly – be yourself."
Victoria (now at University)



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

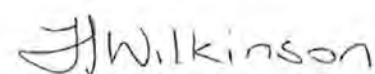
Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW, which is one of the listed bodies.

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 EXPENDITURE
FOR THE PERIOD ENDED 31 AUGUST 2020**

		Unrestricted Funds	Restricted Funds	2020 Total Funds	2019 Total Funds
	Note	£	£	£	£
Income:					
<i>Donations and legacies</i>	2	42,158	22,269	64,427	422,689
<i>Income from charitable activities</i>	3	147,631	141,580	289,211	292,214
<i>Trading income</i>	4	53,278	925	54,203	45,925
<i>Investment income</i>	5	54	-	54	74
<i>Other income</i>	6	81,246	-	81,246	-
Total income		324,367	164,774	489,141	760,902
<i>Expenditure on charitable activities</i>	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

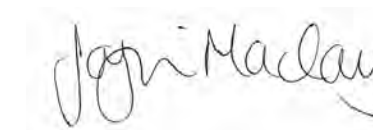
COMPANY NUMBER: 4278192

BALANCE SHEET AS AT 31 AUGUST 2020

		31 Aug 2020	31 Mar 2019
	Note	£	£
Fixed Assets			
Tangible assets	9	15,585	9,092
		<u>15,585</u>	<u>9,092</u>
Current assets			
Debtors	10	17,539	425,690
Cash at bank and in hand	11	219,906	115
		<u>237,445</u>	<u>425,805</u>
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
<u>Adjustments for:</u>		
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	<u>247,177</u>	<u>(3,423)</u>
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	<u>(22,857)</u>	<u>(6,439)</u>
Change in cash and cash equivalents in the reporting period	<u>224,320</u>	<u>(9,862)</u>
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	<u>219,906</u>	<u>(4,414)</u>
Cash in hand	219,906	115
Bank Overdraft	<u>-</u>	<u>(4,529)</u>
Total cash and cash equivalents at end of the period	<u>219,906</u>	<u>(4,414)</u>

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 liabilities, being the bank overdraft, trade creditors, accruals and tax and social security.

p) Critical accounting estimates

There are no judgements or critical accounting estimates 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	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds	Funds	Funds	Funds	Funds
	2020	2020	2020	2019	2019	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
Limbourn 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	-
	<u>54,203</u>	<u>45,925</u>

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	Unrestricted
	2020	2019
	£	£
Bank Interest Received	54	74

6 Other income	Unrestricted	Unrestricted
	2020	2019
	£	£
Business Rates Relief	25,000	-
Coronavirus Job Retention Scheme	56,246	-
	<u>81,246</u>	<u>-</u>

7 Analysis of Expenditure	Charitable	Governance	Total
2020	Activities	Costs	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	<u>642,389</u>	<u>10,425</u>	<u>652,814</u>

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)	Charitable	Governance	Total
2019	Activities	Costs	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	<u>415,044</u>	<u>6,474</u>	<u>421,518</u>

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
	<u>372,419</u>	<u>186,471</u>

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	<u>25,000</u>	<u>25,000</u>

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					
<i>At start of period</i>	29,300	72,419	284,919	204,896	591,534
<i>Additions</i>	2,495	6,258	14,158	-	22,911
At end of period	31,795	78,677	299,077	204,896	614,445
Depreciation					
<i>At start of period</i>	29,300	71,102	277,144	204,896	582,442
<i>Charge for the period</i>	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
<i>Net book value at the start of the period</i>	-	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

	Balance at the start of the period	Income	Expenditure	Transfer between funds	Balance at end of the period
2020					
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					
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

	Unrestricted funds	Restricted funds	Total funds
2020			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)
	<u>226,678</u>	<u>20,000</u>	<u>246,678</u>
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)
	<u>371,041</u>	<u>39,310</u>	<u>410,351</u>

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	2020	2019
	£	£
Expiry date:		
Under 1 year	25,000	25,000
Between 2 and 5 years	39,583	100,000
After more than 5 years	-	-
	<u>64,583</u>	<u>125,000</u>
Other	2020	2019
	£	£
Expiry date:		
Under 1 year	1,317	1,317
Between 2 and 5 years	3,951	5,269
After more than 5 years	-	659
	<u>5,268</u>	<u>7,245</u>

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 Dagleish (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

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.

“I could not
imagine my life
without Sistema”,
Janaya
(violin, 17)

THANK YOU

Special thanks to our corporate supporters and partners:

Art Angels Publishing
Culture Shift
Norwich Business Improvement District
Norwich City Council
The Rees Consultancy Ltd.

Special thanks to our funders:

Arts Council England
Anguish Educational Foundation
The Chivers Trust
The Foyle Foundation
The Geoffrey Watling Charity
King/Cullimore Charitable Trust
The Limbourne Trust
Norfolk Community Foundation
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:

norcasisistema.org.uk