



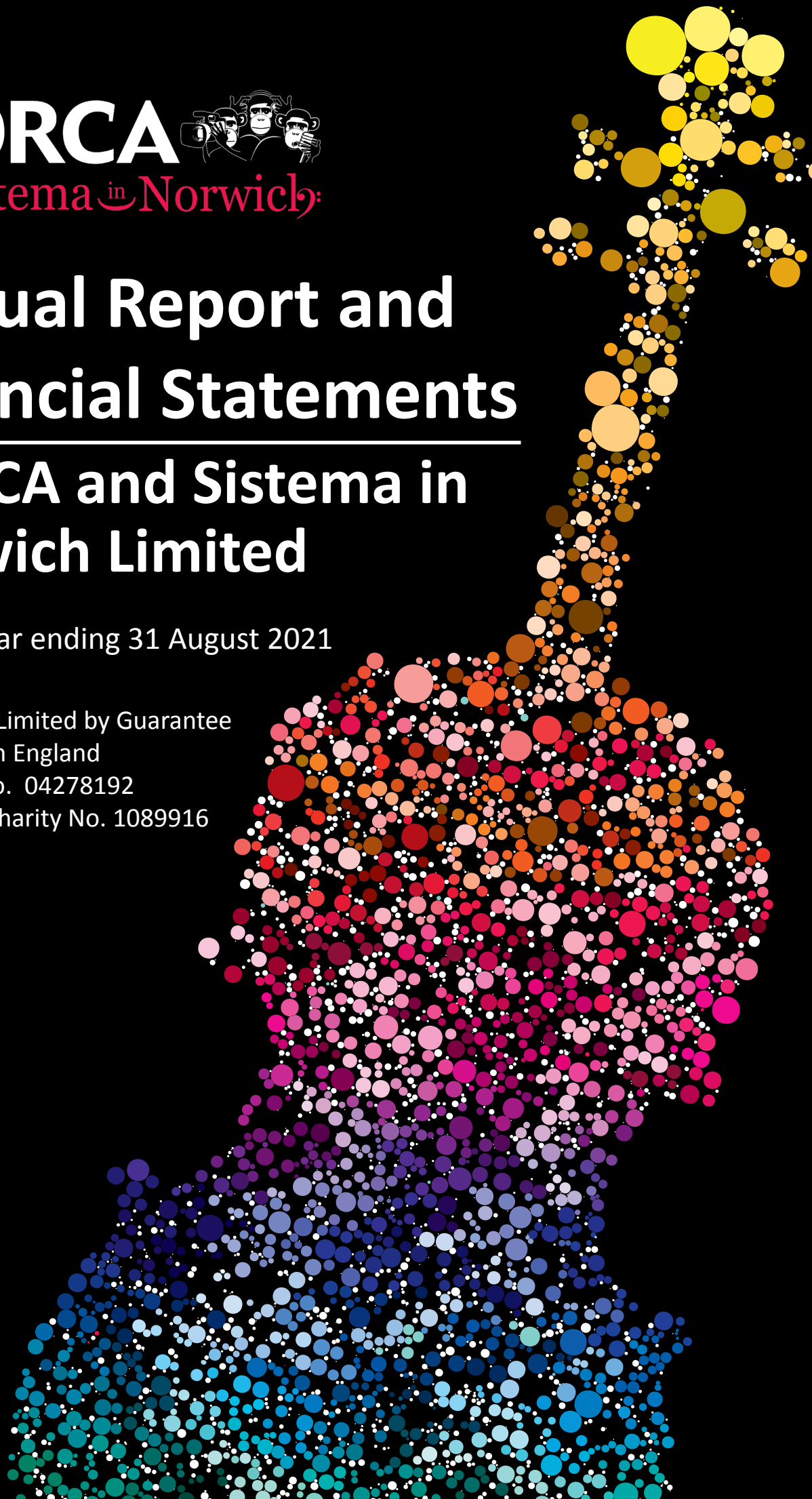
# Annual Report and Financial Statements

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## NORCA and Sistema in Norwich Limited

For the year ending 31 August 2021

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







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Anna Patteson: p4, p9, p13, p19, p24, p26  
Sid Beach: Inside front cover, p3, p12, p14, p15, p23, p31



# Introduction

2020/21 proved another challenging year, with periods of covid-restrictions, lockdowns and school closure. I am proud with how we responded as an organisation, and the work of our various teams to continue to deliver our mission of improving lives through arts and culture, especially at such challenging times and when such activity was needed more than ever. We did not stand still, as an organisation, continuing to develop strategic and operational aspects of the charity, and taking the opportunity to develop our team.

Online delivery helped us to continue to engage children who we could not meet face-to-face. For Sistema in Norwich this was via our Musico platform, with the addition of live music lessons and further development of the repertoire and material on the site. Initiatives like the Sistema practice tournament saw young people really engage with practice at home and progress musically. We know that this was a lifeline for many children, isolated by periods of lockdown and restrictions, but it also meant that we were able to maintain engagement in the programme and even held a concert in July, once restrictions lifted.

With the expansion of our curriculum work to Cambridge, we delivered classroom music to over 2,000 children in 20/21, and further developed our model music curriculum and offer. Our curriculum music team also

added live lessons to our existing online offer, successfully delivering a range of group activity to children at home.

In March, we took the decision to implement a new model for Sistema delivery, bringing all provision together into one centre, with all children and young people coming to us. This was a change we had been considering for a while, having successfully tested a community-nucleo model in the Lakenham and Tuckswold area of the city in 2019/20. We believe that this will make for a stronger, more focussed, sustainable and impactful programme. It will enable us to increase the consistency of our delivery, offer more to young people and build a real culture of engagement and participation around a new centre for the programme. Existing (and new) school partnerships will support recruitment and access, to ensure we continue to reach communities with less opportunity. Work to find a new venue started in May 2021 and the new centre will open in April 2022.

We finished the year with the return of Head Out Not Home. For many of our audience it was the first live event they had been to in over 6 months and there could be no clearer sign of the thirst for live music than over 200 people dancing in the rain to John's Blues Crew, on Gentleman's Walk. The move to a Sunday, at the request of city centre



businesses, made it more of a family event, and it will remain on Sundays for 2022. It was a thrill to be able to put on the festival again and provide another summer of great music and street theatre. Head Out Not Home is a team effort and I want to thank all our wonderful volunteers, stage managers, sound engineers and partners, especially Norwich BID with whom this was the 8th year delivering the festival.

Although we were not able to deliver any direct carnival work in 20/21, with the Norwich Lord Mayor's Procession not taking place in either 2020 or 2021, we have continued to work with local partners to explore carnival and outdoor arts development. Our work has focused on looking at longer-term development and support, with priorities around a new youth carnival group, funding for carnival activity and infrastructure support, e.g. spaces for making and storage.

I am really excited about what the next year will bring, not only getting back to a range of activity we have not been able to deliver, due to the pandemic, but the new Sistema nucleo and the wider opportunities that the new centre will bring. It will be a challenging time, with the pressure we are seeing on funding and making adjustments to our income model now Sistema is not in schools, but if nothing

else the pandemic has demonstrated how important the arts are for people's lives.

I want to thank all our funders, donors and supporters for their commitment to support our work. Without their support we simply could not do what we do, and we need it now more than ever. I must give particular thanks to the UK government support we received in 20/21 via the Cultural Recovery Fund (#hereforculture), local grants and Furlough Scheme. Like many organisations, we would not have survived without that support, which also enabled us to retain and maintain our artistic and logistical teams.

I am hugely grateful to the Trustee Board who continue to serve, support and scrutinise the charity's work. I want to say a big thank you to Beryl Blower and Jackie Mackay, who both stepped down this year, Jacqui after more than 10 years with the charity. We will miss them. However, we are really pleased to welcome Stephen Morris to the board.

I want to say a big thank you, again, to our team, for their commitment and resolve at such a difficult time. Our work relies upon the skills and dedication of our workforce and it is a pleasure to work with such great people.

Marcus Patteson  
EXECUTIVE DIRECTOR





# Our mission, vision and values

## Our mission

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

## Our vision

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

## Our values

Our values are inclusivity, excellence, cooperation and nurture.

### Inclusivity

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

### Excellence

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

### Cooperation

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

### Nurture

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



# Strategic Report

## Strategic planning

Strategic planning takes place through the business planning process and cycle. This seeks to ensure that all our work has a robust case for support and theory of change, that it is well-planned and resourced, that it is coherent and cohesive, that it fits with local and national priorities, that it meets the needs of our communities, and that everyone in the team is able to have input.

Completion of a new business plan is one of the goals for 21/22, building on work that has been carried out this year. Supported by a consultant from the Foundation for Social Improvement (FSI) and involving sessions with the whole team, the management team and the trustees, this has led to us putting in place an interim plan for 21/22, with a new 3-year plan developed for implementation from September 2022.

## Our approach

The focus of our strategy is to make a real difference to people's lives through arts participation and engagement. We have made four strategic choices, which underpin our approach in terms of directing the work we do and how we go about doing it:

1. **A focus on the impact of economic hardship, social disadvantage and lack of opportunity**
  - People who face social disadvantage experience the impact of that across their lives, from educational achievement and employability, to health issues and well-being. We want everyone to have access to arts and culture, in ways that are meaningful and relevant to their lives, especially those with the least resources. We want to design programmes that meet the needs of participants and bring about positive impact for them and their communities.
2. **An ethos of creativity and culture**
  - Artistic practice and creativity lie at the heart of all our activities. We work to promote the value of arts engagement and create a wider, positive environment that is receptive to, and values, cultural engagement. We want to model the creative and cultural practice we espouse in how we operate as an organisation. We know that through innovation and creativity we can create lasting change.
3. **Partnership and collective action**
  - We recognise we can achieve more if we work with other people, whether other local organisations, parents of participants or professional artists. We will advocate for arts and culture in all aspects of people's lives, and develop the case to support the benefits of engagement in the arts and social impact through arts participation. We want to put collaboration at the heart of all our work.
4. **Being a high performing organisation**
  - We seek to maximise the impact of our available resources for our beneficiaries, not only financial resources but the skills and talents of our workforce and collaborators. We aim to be a dynamic, effective and responsive organisation, thinking outside the box, challenging expectations and received wisdom, and breaking new ground.



## Strategic aims

Our goal of securing improvements to quality of life through a relationship with the arts (both direct and indirect) is achieved through five strategic aims, which drive our work:

1. Creating opportunities for participation and engagement in the arts, especially for children and young people: this is where change happens, at the creative coalface, through engagement in a creative practice.
2. Overcoming barriers to cultural engagement, including inequality of access to opportunities for financial reasons: making sure we reach those with the highest needs and the least access.
3. Developing a culture of culture: creating an environment in which culture can thrive and grow, and be sustainable.
4. Reducing disenfranchisement relating to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation: putting diversity and inclusion at the heart of all our work.
5. Generating community cohesion: looking beyond the individual to the wider community.

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

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

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

### Theory of change

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

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

## What we do

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

### Artistic development and lived experience of culture

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

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

### Increasing social mobility

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

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

### Building resilience and wellbeing

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

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

### Creating an environment of arts participation and cultural engagement

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

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

"[Sistema] means everything to me. I am in my element,"  
Dylan, 10



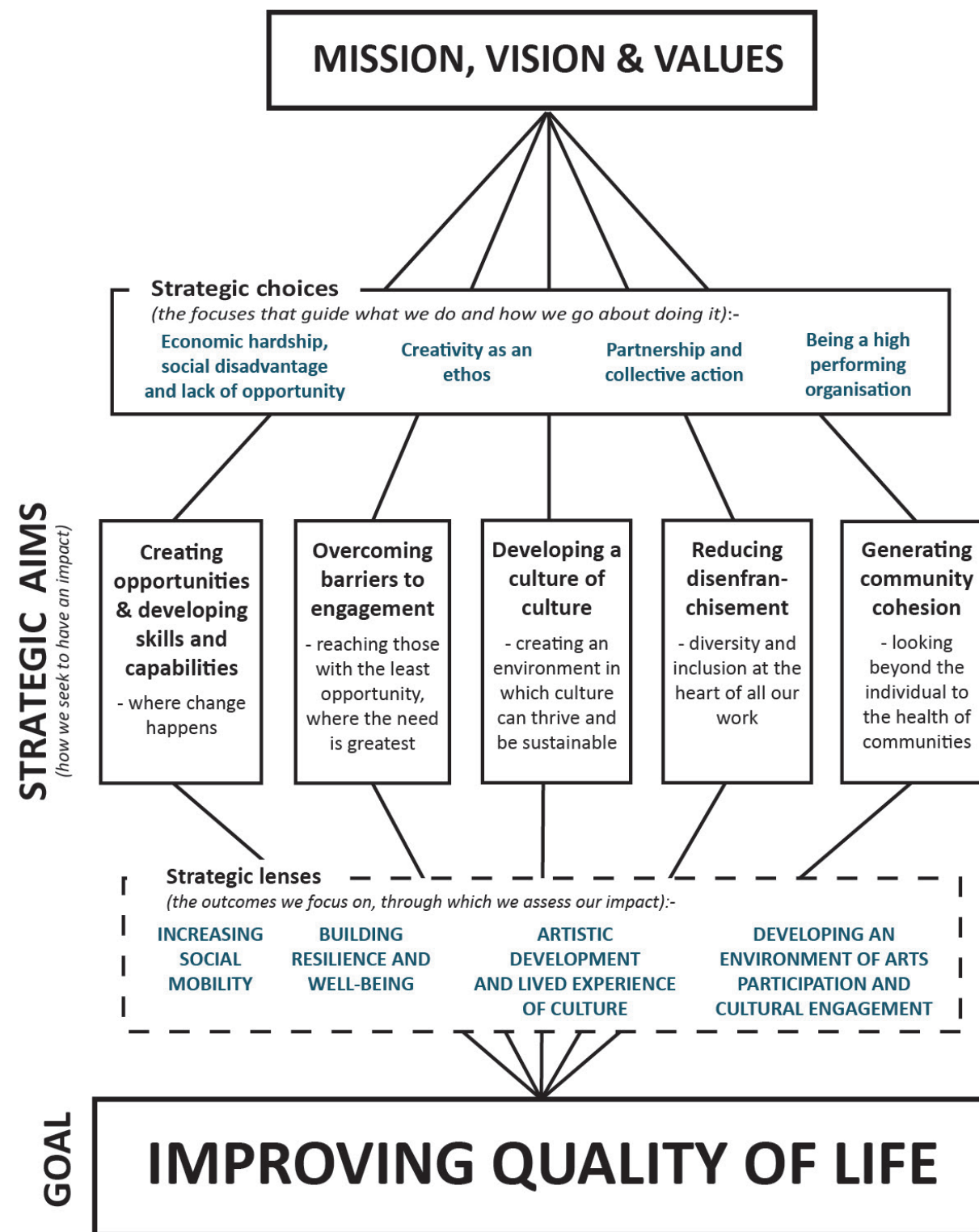


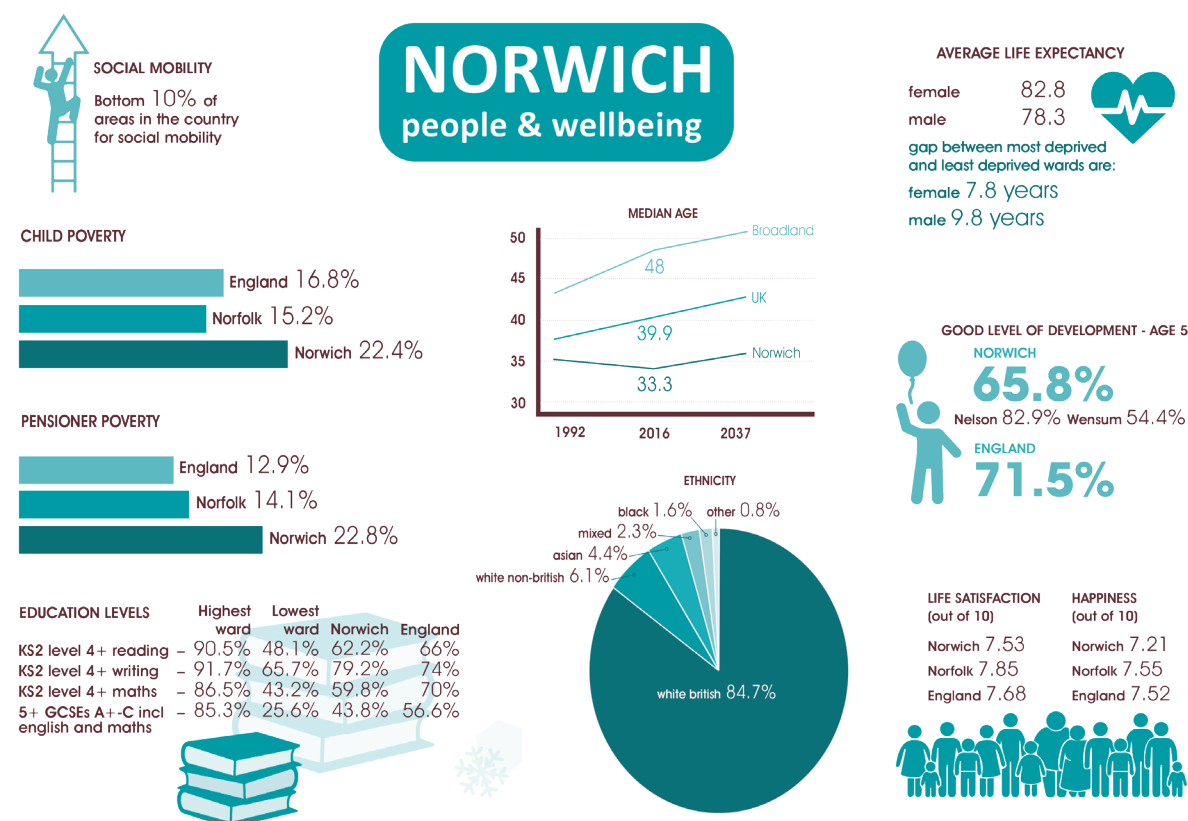
Figure 1: Strategic overview





# The context for our work

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



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

## Deprivation and poverty

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

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

## Health

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

## Education and young people

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

## Arts engagement

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

## Young people's mental health

Even before the pandemic, a number of observers reported a significant increase in mental health issues for young people, many of them associated with the increasing academic pressure and the impact of social media. Figures from the Children's Commissioner identify that 1 in 6 children aged 5-19 had a probable mental health disorder in 2020 (up from 1 in 9 in 2017), and that there had been a 35% increase in referrals to children's mental health services.

## UNESCO City of Literature / City of Stories

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

## Impact of the pandemic:

Covid-19 is generally recognised to have had a significant impact on mental health and social isolation.

## Curriculum music

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

## Sistema-inspired programmes

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

## National economy

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

## Place making and Norwich 2040

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

## The status of the arts

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

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





# Achievements and performance in 2020/21

Our work in 20/21 was significantly impacted by the pandemic, with that impact differing across the various settings in which we work. Despite having limits to a large proportion of our face-to-face activity, we have not stood still, and have taken the opportunity to continue to move the organisation forward in a number of areas. The pandemic has, however, meant that some aims and objectives for this year had to be put back to 2021/22.

## ***1. A focus on disadvantage and lack of opportunity***

### **Sistema in Norwich**

- Online delivery developed to enable us to maintain engagement where we could not get to work with children face-to-face. This was through our Musico platform, which supported both static resources and live lessons
- A hybrid mix of online and face-to-face delivery enabled us to deliver 2,560 tutor hours (1,924 online) with children getting between 2 and 4 hours of music each week
- 143 children and young people took part in the programme from areas of multiple deprivation
- New community nucleo model was developed, aimed at bringing all our Sistema delivery together in one centre, including a new team structure and staffing put in place
- Work was started to find new premises
- Significant development of the Sistema tutor team through a programme of training

### **Carnival and Outdoor Arts**

- Carnival development work was focussed on project and activity development with schools, community groups and a range of organisations.

### **Other**

- Our makers group, Sew Creative, which brings together isolated older people with a range of other ages, was suspended for the whole year





## 2. An ethos of creativity and culture

### Sistema in Norwich

- 6 professional teaching artists engaged as part of the training programme
- Development of an online platform to support remote learning and practice at home
- Further development of pedagogy and approach to ensure the programme meets its goals

### Curriculum and extra curricular music

- Delivery started at three Cambridge schools
- Further development of our online curriculum resource to include live online lessons, delivered at three schools during January to March 2021
- 2,100 children across eight schools received provision, delivering over 2,620 tutor hours of music delivery
- 60 children across 2 schools took part in after-school clubs, delivering 76 tutor hours of activity
- Further development of our model curriculum, including ensuring that instrument focussed lessons achieve curriculum objectives and give solid grounding in all aspects of musicality

### Carnival and Outdoor Arts

- Although the pandemic prevented activity from going ahead, considerable work was carried out planning and developing projects that will be carried forward into 21/22
- Further support for developing street theatre, including adapting this for work in schools
- Delivered Head Out Not Home 2021 in the challenging circumstances of the end of lockdown, with 46 acts performing over 7 weeks, a total audience of around 12,000 people and over 100 artists supported
- 14 up and coming artists/bands had the chance to perform as part of the HONH Platform stage

## 4. To be a high performing organisation

- Governance review completed by trustees
- Strategic planning for new 3-year business plan started, supported by the Foundation for Social Improvement (FSI)
- Successfully maintained and supported our staff and tutor team through the challenging period of the pandemic, enabling us to keep valuable staff
- Successfully kept the organisation financially viable at a particularly difficult time, including important success with Cultural Recovery Fund Round 1 and Round 2 bids
- Recruited one new trustee

## 3. Partnership and collective action

### Sistema in Norwich

- 6 school partners in delivering and/or promoting Sistema in Norwich
- Maintained and continued to lead the UK Sistema-inspired programmes network with four meetings over the year

### Curriculum Music

- 7 school partners for curriculum provision
- 2 further school partners for after-school clubs

### Carnival and Outdoor Arts

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



# Programme Delivery 2020/21

## Sistema in Norwich orchestral provision

Location	Instruments	Details (a/s = after-school, in = in-school)
Primary Sistema		
Catton Grove Primary Nucleo	Violin, viola, cello, double bass, wind and brass	Online
Lakenham Community Nucleo	Violin, viola, cello, double bass, wind, brass and percussion	Online
Queen's Hill Primary Nucleo	Violin, viola and cello	Online
Wensum Junior Nucleo	Violin, viola, cello, double bass, wind and brass	Tue: Instrumental lessons (a/s) Fri: Orchestra / ensemble (a/s) (Online when schools closed due to lockdowns)
Teen Sistema		
Colegate	Violin, viola, cello, double bass, wind, brass, percussion and piano	Online for most of the year. Saturdays during summer term: Instrumental lessons, orchestra / ensemble

## Curriculum and extra-curricular music provision

Location	Instruments	Details
Curriculum Provision		
Queen's Hill Primary	Digital, ukulele, samba and general music	30mins/class for all children from Reception to Yr6
Wensum Junior	Ukulele, Samba drumming, digital, percussion	45mins/class for all children
Nelson Infants	Ukulele	30mins/class for Yrs1 & 2
West Earlham Junior	General music Samba drumming	Whole school on rotation Yr 5
Mousehold Infants	Ukulele & Samba drumming	Yr1, 30 minutes/week Yr2, 30 minutes/week
Trumpington Meadows Primary (Cambridge)	Curriculum music	Whole school, 1 hour/week
Fawcett Primary (Cambridge)	Curriculum music	Whole school, 1 hour/week
Bewick Bridge Primary (Cambridge)	Curriculum music	Whole school, 45 minutes/week
Other		
Samba after school clubs	Samba drumming	Drayton Junior and White Woman Lane Junior

## Other programme delivery

The previous table summarises our music provision during the 2020/21 academic year. It gives details of the delivery at each of the Sistema in Norwich nucleos, and the schools where we delivered curriculum and after-school activities.

### Extension activities

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

Extension activities in 20/21 were limited by the pandemic, so we list here key areas that we have previously delivered or intend to offer activity.

#### Key extension activities:

- Sistema in Norwich**  
Sistema can be seen as an extension activity. It offers young people who have had some engagement through activities such as whole class instrumental tuition (WCIT) or individual music lessons, progression to a longer-term, deeper engagement in learning to play an instrument through being part of an orchestra, performance opportunities, etc. Work with partner schools and organisations (e.g. Norfolk Music Hub) is a key part of creating the progression routes and we look to further develop and improve this connectivity.

#### Key extension activities (cont):

- Performance**  
Performance is often part of extending activities, both taking part in performances and experiencing a range of performance. Where appropriate, projects or activities often culminate in some form of performance, or link to performance opportunities. Initiatives like Head Out Not Home enable us to offer performance platforms as part of our wider provision. The Sistema Performance Project (2018 & 19) not only enabled us to work with professional musicians and ensembles, and expand the performance opportunities connected to the programme, but also extended our engagement with other organisations and what we could offer to the wider public.
- Opera & other projects**  
Developing intensive projects that facilitate a deeper and more extensive engagement with culture, offer the opportunity to not only further artistic progression goals, but also support wider curriculum and social impact aims. Our opera work (based on the Royal Opera House's Write an Opera model) is a perfect example of this.
- Carnival**  
A number of our schools (e.g. Wensum Junior, West Earlham Junior) have engaged in longer-term carnival participation, often through project work in-school leading to taking part in the Norwich Lord Mayor's Procession, with these schools continuing to engage over a number of years. The logical extension of this is the creation of a new youth carnival group in the city (which is one of our long-term objectives).



# Impact

## Evaluation and Monitoring

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

NORCA and Sistema in Norwich Limited has considerable experience of measuring impact, including a raft of evaluative measures to support measuring social impact. Typical approaches include:

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

Evaluating our impact in 20/21 is difficult because of how much of our work was disrupted by the pandemic. Limited monitoring and evaluation was carried out across the activities we were able to deliver, particularly Sistema in Norwich, curriculum music and Head Out Not Home, and some of the impact in these areas is reflected in the achievements section.

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

## Artistic development and lived experience of culture

### Developing proficiency – Building experience – Growing creativity

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

- Sistema participation had an 80% attendance level, with take-up (the percentage of registered students signing up for online sessions) increasing through the year
- Self-assessment by Sistema participants indicated significant increases in their ability across music knowledge, instrumental skills, rehearsal and practice skills and performance skills, with these assessments backed up by similar reports from parents
- Sistema's online practice tournament, held over 12 days in Feb 2021, saw a significant level of engagement with the section winners doing up to 6.5 hours of online practice
- Feedback and monitoring of curriculum delivery has seen consistent levels of engagement and enjoyment amongst children and young people (92%) and a significant number keen for more opportunities, e.g. after school activities (72%). Use of vocabulary was good but some work was needed to get tutors to reinforce the skills being learned and their terminology
- Head Out Not Home gave a platform to 14 up-and-coming musicians and supported 101 artists overall

## Increasing social mobility

### Creating opportunity – Raising aspirations – Overcoming barriers

- 94% of children taking part in Sistema stated that they would not otherwise be able to learn to play a musical instrument (mostly for financial reasons)
- 35% of children taking part in Sistema are on free school meals (well above the Norfolk average of 4% participating in learning a musical instrument)
- 21% of Sistema participants were from ethnic minority backgrounds and another 14% from non-British, white backgrounds, indicating that the programme is drawing in more diverse participants than the figures for the city as a whole.

## Building resilience and wellbeing

### Developing confidence – Beating stress – Reducing isolation

- 8 out of 10 children reported being happy or very happy taking part in Sistema
- 70% of Sistema parents felt that their children had become more confident over the year, something reflected in young people's own assessment of their increasing ability and happiness with being part of the orchestra, performing, etc.
- A number of parents reported how important the weekly online lesson was for their child's mental health and connection with other people during lockdown.



## Creating an environment of arts participation and cultural engagement

### Growing audiences – Building communities – Embedding in education

- Audience development was significantly impacted by the pandemic, for example with no Sistema performances taking place between February 2020 and July 2021
- 12,000 people (estimate from headcount) attended Head Out Not Home in 2021
- 50% of the HONH audience were new to the event and 55% had not been to a live event in the last 6 months. 97% thought the event was good or very good
- We are planning for two significant, intensive music projects with Wensum Junior for the summer term 21/22, following on from previous work, including curriculum delivery, opera and carnival projects with the school. This is an example of how engagement can build with a school and develop into long-term partnerships for cultural education that reaches beyond the classroom to support deeper (more intensive and impactful) and wider (parental and community involvement) engagement.





# Plans and objectives for 2021/22

## 1. A focus on disadvantage and lack of opportunity

### Sistema in Norwich

- Maintain existing participation, using online delivery while venue options are being considered
- Restructure core Norwich delivery around a single, city-wide nucleo, developing a delivery plan (staffing and logistics) to support the growth of the nucleo over the next 3 years
- Rebuild engagement in the programme following the pandemic, with the aim of reaching at least 200 children and young people from areas of multiple deprivation
- Engage our previous Sistema schools in the new model, along with a range of other groups and organisations
- Develop a plan to support youth voice and leadership work as part of the new nucleo delivery
- Implement our new monitoring and evaluation framework, and explore commissioning an external evaluation of the programme

### Curriculum Music

- Continue to develop our curriculum music offer
- Develop and deliver Opera and Junk Orchestra project with Wensum Junior School

### Carnival and Outdoor Arts

- Explore opportunities for the 2022 carnival season
- Work with Norwich City Council on carnival development connected to the Norwich Lord Mayor's Procession, including bid writing
- Develop wider infrastructure to support a longer-term vision for carnival in Norfolk, e.g. a collective of carnival artists, access to space and a longer term funding proposal

### Other

- Secure funding to relaunch and expand the Sew Creative, intergenerational makers group
- Review of opportunities and project development carried out in key areas of focus to develop a number of new projects or programmes





## 2. An ethos of creativity and culture

### Sistema in Norwich

- Create a new identity for the programme around the single nucleo model and develop a community engagement plan to support wider engagement in the new centre
- Performance-related development, including an annual concert series and festival, developing collaborations with ensembles and professional musicians, and developing links with a range of local and national organisations
- Develop a tutor ensemble and regular concerts by the tutors

### Curriculum music

- Maintain our existing portfolio of schools and ensure that the quality of delivery meets requirements, aiming to reach at least 2,000 children over the year
- Create better linkage between curriculum delivery and other offers, e.g. Sistema
- Further development of our curriculum music model and offer, and engage at least one more school for delivery in 22/23

### Carnival and Outdoor Arts

- Creative ideas for carnival interventions in the summer of 2022, including promoting our offer to a range of potential clients, e.g. schools
- Continue to support and develop local carnival and outdoor arts groups, along with activities to support engagement in carnival arts
- Work towards a youth carnival group and/or a new youth samba band
- Deliver Head Out Not Home 2022, continuing to explore and innovate the event as a platform for music and street theatre, and increasing our own visibility

### Other

- Promotion of the new centre and development of venue hire/use outside of Sistema use particularly connected to income development and wider engagement in culture
- Work to promote culture as enriching lives and the value of cultural engagement (e.g. social media, events, etc.)
- Develop a plan for restarting a year round programme of 'open' activity, offering a range of opportunities for artistic engagement and development

## 3. Partnership and collective action

### Sistema in Norwich

- Develop and implement a new parental engagement plan centred around new nucleo
- Develop our youth voice, youth forum and leadership work to ensure young people's voices are included in the development of the programme
- Continue to build our partnership with the Norfolk Music Hub, both to support participation in the Norwich nucleo and to explore opportunities for expansion
- Continue to support and develop the UK Sistema network, in discussion with programmes
- Explore a possible linking with other music programmes, e.g. Nucleo (London) and Sistema New Brunswick (Canada)

### Curriculum Music

- Reinforce and develop our school partnerships

### Carnival and Outdoor Arts

- Build on our partnership with Norwich City Council, Rabo de Foguete and other local carnival organisations to develop a long-term (3-year) vision and plan for carnival and outdoor arts in the city, including development of the Norfolk Carnival Collective
- Reinvigorate our volunteer engagement in Head Out Not Home

### Other

- Increase our pool of volunteers and work to improve the volunteer experience

## 4. To be a high performing organisation

- Complete a new 3-year business plan (Sep 2022 to August 2025)
- Complete staff development plan and HR review, including a new staff appraisal system, to ensure that effective HR systems are in place and that all staff, freelancers, volunteers and trustees are fully supported in their roles and we are able to develop them to meet the objectives of the charity and the ambitions they might have for themselves
- Continue development of our communications and fundraising, including investing in new roles, to improve the charity's visibility and donor engagement
- Ensure that all operational procedures for any new venue are in place
- Review the charity's branding and consider the need for a rebrand
- Review and update our outdated IT systems
- Improve our trustee recruitment to manage the turnover in the Trustee board and bring at least two new Trustees on board, including a new chair and a Trustee with financial experience
- Develop our youth representation at the Trustee board and sub-groups with at least one young person recruited by August 2023





# Governance, structure and management

## Legal status and objects

NORCA and Sistema in Norwich Limited is a company limited by guarantee and a charity registered in England and Wales. The organisation was established in 2001. It is governed by its Memorandum and Articles of Association, last reviewed and revised in 2020, to update the charity's objects. These are:

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

## Public benefit

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

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

- Advance participation in and appreciation of beneficiaries in a variety of artistic forms, including music, drama, dance, carnival and media;
- Provide access to artistic activity where

there may have been some barrier to participation;

- Provide educational, personal and group development opportunities for beneficiaries through specific training programmes and by participation in artistic activities;
- Facilitate social integration and cohesion by providing opportunities for people from different backgrounds to participate in artistic activities together, fostering a better understanding of each other's backgrounds and cultures.

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

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



## Access and opportunity

The charity runs a mixture of closed and open activity. Whilst open programmes of activity can be accessed by the general public, closed programmes are focused on particular groups or communities. Where we can, we emphasise the widest possible engagement, as part of our ethos of social inclusion. In 2020 we expanded our geographical remit. Most beneficiaries are usually resident within Norfolk, particularly within the bounds of the City of Norwich, but we now have programmes of work in Cambridge and are in the process of discussing provision (or supporting provision) at other locations in England.

## Governance, structure and management

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

The Trustee Board understands that good governance is fundamental to the success of the charity and recognises the need for continuous review and improvement. This year the trustees completed a review of governance, based on the seven principles of the Charity Governance Code, with the findings either already implemented, or fed into the business planning process for the coming year.

NORCA and Sistema in Norwich Limited complies with its governing documents and all relevant governance-related legislation, and meets the requirements of charity regulators and best governance practice.

Operational management is delegated by the trustees to the Executive Director, who is accountable to the Trustee Board for its stewardship of the charity. The Executive Director and the Management Team attend Board and Committee meetings.

## Recruitment and appointment of trustees (including any constitutional provisions)

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

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

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

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



All our trustees give their time voluntarily, as regards their position as trustee, and receive no rewards or benefits from NORCA and Sistema in Norwich Limited for the role. There is, however, provision in our constitution to pay trustees (so long as the number of trustees so engaged is a minimum). This was put in place to enable us to engage artists as trustees who might also at some time do some professional work for the organisation. For 2020/21, no such payments took place.

The Trustee Board held the expected, 4 full board meetings during the period, along with 3 finance sub-group and 3 planning/strategic meetings. Trustees who served during the year are listed on p48.

Young trustees

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

Safety and Safeguarding

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

Delegation and sub-groups

The Board maintains a written schedule of matters reserved for the Trustee Board and sub-groups, which clearly defines specific areas for delegation. Sub-groups report to the Board on a regular basis. Our sub-groups are:



- Sistema in Norwich Steering Group**  
– is primarily responsible for supporting, overseeing and advising the delivery of Sistema in Norwich, enabling us to draw in diverse voices and experience to inform the work (currently suspended).
- Finance sub-group**  
- is primarily responsible for all aspects of the charity’s financial strategy and performance, ensuring that its resources are being properly and appropriately applied to its key objectives, and that there are sufficient reserves to fund our work.
- Fundraising sub-group**  
– is primarily responsible for supporting, overseeing and advising on all matters relating to fundraising, including donor development, business sponsorship, the ‘friends scheme’ and events.
- Martineau Memorial Hall sub-group**  
– is responsible for overseeing the management and development of the building.

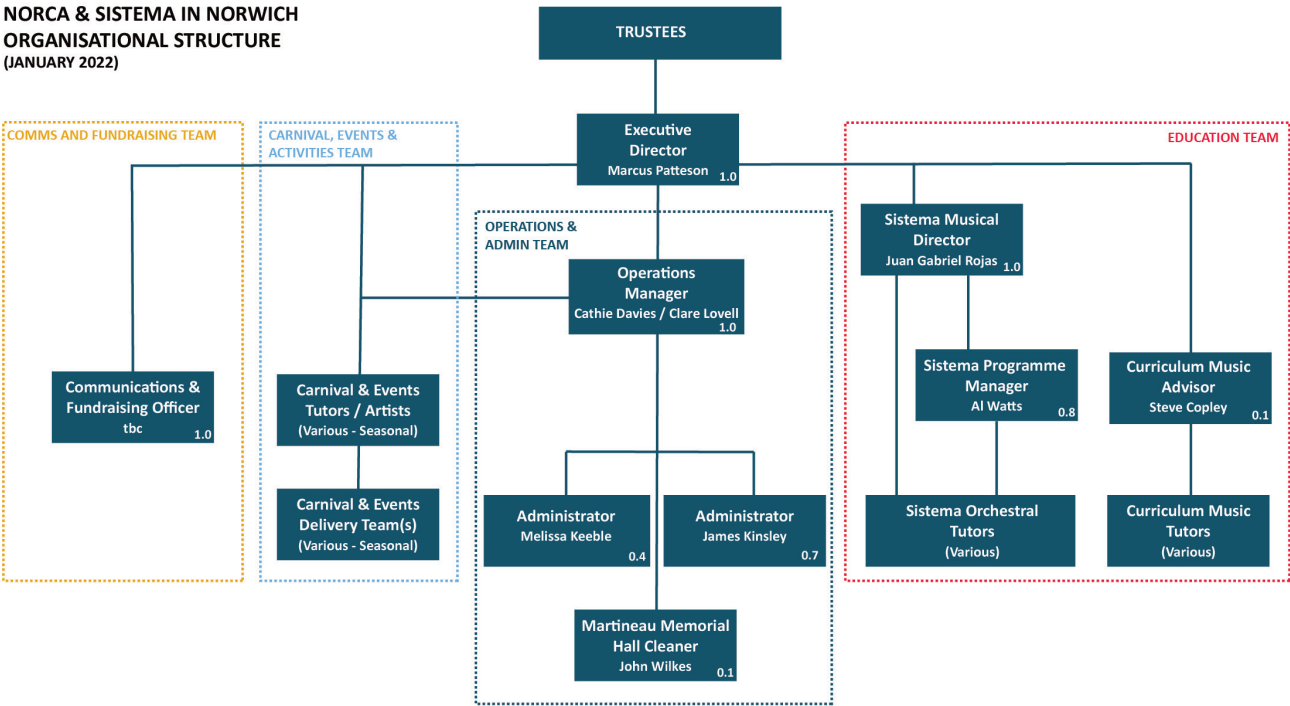


Fig 2: Organisational Structure

Employees

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

Our staff development plan will build on previous work and focus on workforce planning and development, and developing a comprehensive action plan to enhance employee wellbeing. Measures we are looking to implement include:

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

In October 2021, the role of Operations Manager became a temporary job share, to enable the post holder (Cathie Davies) to work remotely. This is reviewed every 3 months.

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

Volunteers

The support of volunteers is invaluable to our work, though volunteer engagement in 20/21 was limited by the pandemic. We ended the year with 24 active volunteers.

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



## Fundraising and supporter engagement

Fundraising and supporter engagement is becoming more and more important as part of our work, as the pressure on school budgets means that service income for Sistema in Norwich further declined in 2020/21. In 2021/22 we will carry on the work to build long-term relationships with our supporters and partners, ensuring we value and maximise the contribution of every individual, group or organisation.

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

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

The majority of our fundraising activity has been led by staff at NORCA and Sistema in Norwich Limited. In 2020/21 we engaged a freelance fundraiser to support the development of a number of bids for funding to support Sistema in Norwich, with the idea of building on this in 21/22 through the appointment of a new member of staff to support fundraising. As part of developing the 2022-25 business plan we will review and refine our fundraising strategy, however, we expect to prioritise supporter engagement through revamping our 'Friends' scheme, business supporters and fundraising events, alongside developing our Trust and Foundation income.

We proactively monitor any fundraising undertaken on our behalf to comply with the Fundraising Regulator's voluntary regulation scheme. In the past year, we have not uncovered any failure by staff, volunteers, professional fundraisers or commercial

participants to comply with these schemes and standards. We received no complaints relating to fundraising activities.

## General Data Protection Regulation (GDPR)

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

## Remuneration

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

In 2021/22, NORCA and Sistema in Norwich Limited will conduct an annual review of pay, as part of our commitment to having a fair and equitable pay system, and ensuring that our pay continues to be in line with similar organisations and charities.

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



## Related parties and other key partnerships and organisations

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

### Related parties

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

### Key partner organisations

*Norfolk Music Hub:* NORCA and Sistema in Norwich Limited has been a partner in the Norfolk Music Hub since it was established in 2012. The Hub is a vital source of funding for Sistema in Norwich, as well as linking the programme to the wider world of music education in Norfolk, progression pathways and other opportunities. In 2020/21 the Hub decided to pass over the work we were delivering for them to us to manage directly. The Hub continues to support us by promoting our activities and concerts through their website and newsletters. They are, therefore, a very important partner organisation.

*Norwich City Council:* The City Council has been a key partner for the whole time that the charity has been in existence, including support for Waterloo Park Pavilion (2002-2006), our leadership of the community section of the City of Culture Bid (2011), Play Rangers (2009-2011) and the Sure Futures Consortium (2006-2008). Carnival has been a key area of partnership work, particularly focussed on the Norwich Lord Mayor's Procession. NORCA and Sistema in Norwich Limited has been a core-funded organisation for a number of years (for carnival development), a key partner in recent Arts Council funded projects, and continues to

play a role in the cultural visioning for the city.

*Norwich Business Improvement District (BID):* Another important local partner, we work with Norwich BID to deliver a range of activity to promote the city centre, including Head Out Not Home, a summer festival of music and street performance that runs through July and August. 2021 was our eighth year running HONH, which has become an important feature of the city's annual calendar. As well as being a platform for local bands, an opportunity to bring in national acts and a platform to support our work around diversity, we have also developed an element, through other local partnerships, to support up-and-coming acts.

Partnership and partner working is important to our ethos, and we have established and maintain good relationships with local arts and community arts organisations to achieve our goals and ambitions as a charity. These include Access Creative College, the Garage, Norwich Arts Centre, Creative Arts East, Musical Keys, Lost in Translation Circus, Norfolk & Norwich Chamber Music, Young Norfolk Arts Trust, the National Centre for Writing, Norfolk and Norwich Festival and Norwich School. We have long-standing links with most schools in Norwich (particularly primary schools) working closely with a number through Sistema and Curriculum music delivery (e.g. Catton Grove Primary School, Queen's Hill Primary School, Wensum Junior School and West Earlham Junior School). We are part of a wider network of programmes in England, the UK, Europe and internationally.

## Environmental statement

NORCA and Sistema in Norwich Limited works at a community and local level, seeking to minimise our impact on the environment through our environmental policy. Where our activities are most likely to cause a detrimental effect is mainly through transportation of people and goods and the operation of an office. We undertake to minimise our environmental load as much as possible. We elect to work largely within the City of Norwich



and Greater Norwich, with locally based practitioners, minimising the environmental impact of transportation, through shorter journeys, lift shares and encouraging cycling. As our company vans reach the end of their lives we will take full account of environmental considerations in replacing them.

Principal risks and uncertainties

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

We have a formal risk management strategy that provides a robust framework through a risk register model, and subsequently

managing risk across the charity. NORCA and Sistema in Norwich Limited has an established system of internal controls that governs all of its operations. These controls have been designed to provide a reasonable level of assurance against the risk of error, fraud and inappropriate or ineffective use of resources. The Governance Risk Register is regularly reviewed by the Trustee Board to ensure transparency and challenge are inherent in the system.

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



Risk	Examples of mitigating actions
<ul style="list-style-type: none"><li>A child protection failure results in a child or young person being harmed</li></ul>	<ul style="list-style-type: none"><li>Mandatory safeguarding training provided to all staff and volunteers and regular refresher courses for all direct practice staff</li><li>Safer recruitment processes in place, including review and sign-off of mandatory DBS checks</li><li>Protocols for recording in place</li><li>Specialist safeguarding resources, processes and structures in place</li><li>Annual Review of safeguarding practice</li><li>Internal audit of practice, ensuring compliance with regulatory frameworks and ensuring safeguarding policy and processes are implemented and communicated effectively</li></ul>
<ul style="list-style-type: none"><li>Unable to grow unrestricted income to meet our objectives</li></ul>	<ul style="list-style-type: none"><li>Develop a new supporter engagement approach and strategy</li><li>Ensure compliance with new GDPR regulations</li><li>Regular reviews of the external environment at both operational and governance levels</li><li>Strategic Business Plan and operational plans prioritise support for income generation</li></ul>
<ul style="list-style-type: none"><li>Challenging funding environment results in receiving less funding than needed for our objectives, including cut backs in existing funding</li></ul>	<ul style="list-style-type: none"><li>Build our fundraising capability and capacity</li><li>Develop collaborative partnerships</li><li>Be innovative, in services to beneficiaries, approaches and in the supporter and funding arenas</li><li>Develop evaluation to clearly define impact and support bids for funding</li><li>Develop models and approaches to be able to scale delivery</li></ul>
<ul style="list-style-type: none"><li>We are unable to translate strategic intent into operational reality or achieve the impact we want with young people</li></ul>	<ul style="list-style-type: none"><li>Ensure operational plans reflect strategic intent</li><li>Close monitoring of progress against operational plans and budget</li><li>Develop and implement a clear plan for staff development, including a formal appraisal system</li><li>Ensure 'Our People' plan supports delivery and instils culture of continuous improvement</li></ul>
<ul style="list-style-type: none"><li>Not having the right personnel to function effectively, whether Trustees, core or delivery</li></ul>	<ul style="list-style-type: none"><li>Ensure there is a robust and ongoing recruitment process for new trustees, with scoping to skills needed</li><li>Ensure there is a succession plan for key, senior roles</li><li>Develop and implement the 'Our People' plan to ensure training and support needs of staff are fully considered</li><li>Develop recruitment plan and protocol for new tutors, to improve availability and fit to our work</li></ul>

TABLE 1: RISKS AND MITIGATING ACTIONS



# Financial review

## Summary

Total income received for the year was £584,278 (2020: £489,141), which included £141,948 of restricted income (2020: £164,774) and £442,330 of unrestricted income (2020: £324,367). Expenditure totalled £469,301 (2020: £652,814), of which £41,948 was restricted (2020: £184,084) and £427,353 was unrestricted (2020: £468,730). This resulted in a surplus to funds totalling £114,977 (2020: £163,673 deficit). The carried forwards funds total £361,655 (2020: £246,678), of which £120,000 is restricted (2020: £20,000) and £241,655 is unrestricted (2020: £226,678).

## Reserves Policy

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

The charity's reserves target is £100,000. As at 31 August 2021, free reserves, being unrestricted funds less fixed assets, totalled £219,958 (2020: £211,093).

This position has been made possible as a result of the Janson legacy, received in May 2019. The Board have therefore allocated £100,000 of unrestricted funds to the reserves, to ensure the charity has the appropriate level of reserves to function effectively. A further £100,000 has been designated to support Sistema in Norwich programme delivery, with the idea that £25k to £30k will be expended each year for the next three years.

## Extraordinary use of the reserves

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

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

Provided in each case that:

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

## Investment Policy

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

# Statement of responsibilities (in respect of the Trustees' annual report and the financial statements)

The trustees (who are also directors of NORCA and Sistema in Norwich Limited for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

1. select suitable accounting policies and then apply them consistently;
2. observe the methods and principles in the Charities SORP 2019 (FRS 102);
3. make judgments and accounting estimates that are reasonable and prudent;
4. state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;

5. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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



Karl Jermy  
Trustee

Date: 22 June 2022



# Independent Examiner's Report to the Trustees of NORCA and Sistema in Norwich Limited

I report on the accounts of the company for the year ended 31 August 2021 which are set out on pages 36 to 50.

## Respective responsibilities of trustees and examiner

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

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

## Independent examiner's statement

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

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or

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

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



**Helena Wilkinson FCA DChA**

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

Date: 27 June 2022

## Financial statements



**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE  
FOR THE YEAR ENDED 31 AUGUST 2021**

		Unrestricted	Restricted	2021	17 month period ended 31 August 2020
	Note	Funds	Funds	Total Funds	Total Funds
		£	£	£	£
<b>Income:</b>					
<i>Donations and legacies</i>	2	408	10,948	11,356	64,427
<i>Income from charitable activities</i>	3	322,121	131,000	453,121	289,211
<i>Trading income</i>	4	30,773	-	30,773	54,203
<i>Investment income</i>	5	7	-	7	54
<i>Other income</i>	6	89,021	-	89,021	81,246
<b>Total income</b>		<b>442,330</b>	<b>141,948</b>	<b>584,278</b>	<b>489,141</b>
<i>Expenditure on charitable activities</i>	14	427,353	41,948	469,301	652,814
<b>Total expenditure</b>		<b>427,353</b>	<b>41,948</b>	<b>469,301</b>	<b>652,814</b>
<b>Net income / (expenditure) for the year, being movement in funds</b>		<b>14,977</b>	<b>100,000</b>	<b>114,977</b>	<b>(163,673)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		226,678	20,000	246,678	410,351
<b>Total funds carried forward</b>	14, 15	<b>241,655</b>	<b>120,000</b>	<b>361,655</b>	<b>246,678</b>

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

The notes on pages 39 to 50 form part of these financial statements

**COMPANY NUMBER: 04278192**

**BALANCE SHEET AS AT 31 AUGUST 2021**

	Note	31 Aug 2021 £	31 Aug 2020 £
<b>Fixed Assets</b>			
Tangible assets	9	21,697	15,585
		<u>21,697</u>	<u>15,585</u>
<b>Current assets</b>			
Debtors	10	8,293	17,539
Cash at bank and in hand	11	358,202	219,906
		<u>366,495</u>	<u>237,445</u>
<b>Liabilities</b>			
Creditors: amounts falling due within one year	12	(26,537)	(6,352)
<b>Net current assets/(liabilities)</b>		<b>339,958</b>	<b>231,093</b>
<b>Total net assets</b>		<b>361,655</b>	<b>246,678</b>
<b>The funds of the charity:</b>			
Restricted funds	13	120,000	20,000
Unrestricted funds	13	241,655	226,678
<b>Total funds</b>		<b>361,655</b>	<b>246,678</b>

Approved by the trustees on **22 June 2022** and signed and authorised for issue on their behalf by:

**Karl Jermy**  
Trustee



The notes on pages 39 to 50 form part of these financial statements

For the year ended 31 August 2021 the charitable company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies.

Directors responsibilities:

- the members have not required the company to obtain an audit of its accounts for the period in question in accordance with section 476;
- the directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.



## STATEMENT OF CASH FLOWS YEAR ENDED 31 AUGUST 2021

	2021	17 month period ended 31 August 2020
	£	£
<b>Cash flows from operating activities:</b>		
Net income/(expenditure) for the year (as per the SOFA)	114,977	(163,673)
<u>Adjustments for:</u>		
Depreciation charges	13,732	16,418
Decrease in debtors	9,246	408,151
Increase/(decrease) in creditors	20,185	(13,665)
Interest received	(7)	(54)
<b>Net cash provided by operating activities</b>	<u>158,133</u>	<u>247,177</u>
<b>Cash flows from investing activities:</b>		
Purchase of property, plant and equipment	(19,844)	(22,911)
Interest received	7	54
<b>Net cash used in investing activities</b>	<u>(19,837)</u>	<u>(22,857)</u>
<b>Change in cash and cash equivalents in the reporting period</b>	<u>138,296</u>	<u>224,320</u>
Cash and cash equivalents at the beginning of the period	219,906	(4,414)
<b>Cash and cash equivalents at the end of the reporting period</b>	<u>358,202</u>	<u>219,906</u>
Cash in hand	358,202	219,906
Bank Overdraft	-	-
<b>Total cash and cash equivalents at end of the period</b>	<u>358,202</u>	<u>219,906</u>

Notes forming part of the Financial Statements  
for the year ended 31 August 2021**1 Accounting policies**

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

**a) Basis of preparation**

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

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

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

**b) Going concern**

These accounts are prepared on a 'going concern' basis. The Coronavirus pandemic has certainly continued to have an impact on our work, but there has been considerably less disruption to delivery, and the development of online provision has given us a strong fallback position, thereby retaining confidence in our work and maintaining our ability to retain programme participants. We put ourselves in a strong position for 21/22, with two thirds of the funding needed for the year in place before the year started, including significant new funding from the Garfield Weston Foundation, and funding pots reopened to applications as part of our ongoing fundraising. We have remained on budget for the year and are due to finish it within the £35k of designated funds allocated to underwrite Sistema provision. Although the format of some of our schools delivery has changed, we have retained delivery in all previous locations, whilst we also restructure Sistema in Norwich around a new, community-based centre. Over the second half of 21/22 we expect things to return to normal, with much of our activity in place (e.g. Head Out Not Home Festival's 9th year), a range of new activity in development (e.g. a new, big, carnival project with Norwich City Council) and the new format for Sistema in Norwich up and running. A 5-year business plan for 2022 to 2026, has been developed, setting out our goals and objectives, along with the financial plan to support that work. The projected budget for 22/23 shows we have enough resources for the next 12 months, while we continue to draw in funds to support our work next year and beyond.



**Notes forming part of the Financial Statements  
for the year ended 31 August 2021 (continued)**

**1 Accounting policies (continued)**

**c) Fund accounting**

Fund held by the charity are:

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

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

**d) Income**

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

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

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

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

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

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

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

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

For legacies, entitlement is taken on a case by case basis at the later of the date when the Charity is aware that probate has been granted, and either:

- the estate has been finalised and estate accounts have been received by the charity; or
- when a distribution is received from the estate.

Receipt of a legacy is only considered probable when the amount can be measured reliably.

**Notes forming part of the Financial Statements  
for the year ended 31 August 2021 (continued)**

**1 Accounting policies (continued)**

**e) Expenditure and irrecoverable VAT**

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

Fundraising costs do not include the costs of disseminating information of support of the charitable activities.

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

Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are allocated on an actual basis to the relevant fund.

**f) Tangible fixed assets**

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

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

**g) Depreciation**

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

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

**h) Debtors**

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



Notes forming part of the Financial Statements  
for the year ended 31 August 2021 (continued)

1 Accounting policies (continued)

i) Cash at bank and in hand

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

j) Creditors

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

k) Pensions

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

l) Operating leases

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

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

m) Taxation

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

n) Volunteers

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

o) Financial instruments

The charity has financial assets being trade debtors, accrued income and cash at bank.

The charity has financial 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 year ended 31 August 2021 (continued)

2	Income from donation, grants and legacies	2021	17 months ended 31 August 2020
		£	£
	Legacy	-	38,603
	Donations	11,356	25,824
	Total	<u>11,356</u>	<u>64,427</u>

Income from donations, grants and legacies was £11,356 (2020: £64,427) of which £408 was unrestricted (2020: £42,158) and £10,948 restricted (2020: £22,269).



**Notes forming part of the Financial Statements  
for the year ended 31 August 2021 (continued)**

**3 Income from charitable activities**

	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2021	2021	2021	17 months ended 31 August 2020	17 months ended 31 August 2020	17 months ended 31 August 2020
	£	£	£	£	£	£
Arts Council England	168,750	-	168,750	-	4,834	4,834
Berwich Bridge Community Primary School	20,893	-	20,893	-	-	-
Catton Grove Primary School	-	-	-	15,000	-	15,000
CAF	-	-	-	-	250	250
Drayton Junior	912	-	912	1,536	-	1,536
Foyle Foundation	-	-	-	-	20,000	20,000
Garfield Weston Foundation	-	35,000	35,000	-	-	-
Groundwork UK	-	-	-	-	4,000	4,000
Hewett Academy	130	-	130	-	-	-
Jane Austen College	2,220	-	2,220	-	-	-
Limbourne Trust	-	10,000	10,000	-	10,000	10,000
Mousehold Infant and Nursery School	3,294	-	3,294	-	-	-
Nelson Infant School	2,770	-	2,770	2,371	-	2,371
Norfolk and Norwich Festival	600	-	600	-	-	-
Norfolk Community Foundation	-	-	-	-	2,496	2,496
Norfolk Music Hub	-	-	-	-	60,000	60,000
Norfolk Music Services	7,046	-	7,046	16,302	-	16,302
Norwich Bid	31,181	-	31,181	29,370	-	29,370
Norwich City Council	-	-	-	10,915	-	10,915
Norwich French Church Charity	-	1,000	1,000	-	-	-
Norwich Theatre	1,600	-	1,600	-	-	-
Queens Hills Primary	12,000	-	12,000	12,000	-	12,000
The Trumpington Federation	29,112	-	29,112	-	-	-
Anguish's Educational Foundation	-	50,000	50,000	-	40,000	40,000
Norwich Freeman's Charity	-	35,000	35,000	5,000	-	5,000
Wensum Junior School	26,937	-	26,937	26,790	-	26,790
West Earlham Infant School	-	-	-	320	-	320
West Earlham Junior School	12,900	-	12,900	26,491	-	26,491
White Woman Lane School	1,776	-	1,776	1,536	-	1,536
	322,121	131,000	453,121	147,631	141,580	289,211

**Notes forming part of the Financial Statements  
for the year ended 31 August 2021 (continued)**

<b>4 Trading income</b>	<b>2021</b>	<b>17 months ended 31 August 2020</b>
	£	£
Rental Income	30,557	52,589
Hire of equipment	216	340
Fundraising income	-	264
Event income	-	1,010
	<u>30,773</u>	<u>54,203</u>

Rental income and hire of equipment income is unrestricted and fundraising income is restricted (in both financial years). Event income in 2021 totals £Nil (2020: £1,010).

<b>5 Investment income</b>	<b>Unrestricted 2021</b>	<b>Unrestricted 17 months ended 31 August 2020</b>
	£	£
Bank Interest Received	<u>7</u>	<u>54</u>

<b>6 Other income</b>	<b>Unrestricted 2021</b>	<b>Unrestricted 17 months ended 31 August 2020</b>
	£	£
Business Rates Relief	16,058	25,000
Coronavirus Job Retention Scheme income	<u>72,963</u>	<u>56,246</u>
	<u>89,021</u>	<u>81,246</u>

<b>7 Analysis of Expenditure 2021</b>	<b>Charitable Activities</b>	<b>Governance Costs</b>	<b>Total Costs</b>
	£	£	£
Employments	301,924	-	301,924
Service delivery and event costs	68,833	-	68,833
Promotion	1,302	-	1,302
Building, venue hire and storage	32,268	-	32,268
Van and travel	4,929	-	4,929
Accounting and bookkeeping	-	11,280	11,280
Depreciation	13,732	-	13,732
Equipment and materials	9,494	-	9,494
Legal and professional	4,872	-	4,872
Office and other costs	<u>20,666</u>	<u>-</u>	<u>20,666</u>
Total	<u>458,020</u>	<u>11,280</u>	<u>469,300</u>

During the year, total expenditure was £469,300, of which unrestricted expenditure amounted to £427,352 and restricted expenditure amounted to £41,948. Costs are allocated directly to the relevant fund.



**Notes forming part of the Financial Statements  
for the year ended 31 August 2021 (continued)**

**7 Analysis of Expenditure (continued)**  
**17 month period ended 31 August 2020**

	Charitable Activities	Governance Costs	Total Costs
	£	£	£
Employments	372,419	-	372,419
Service delivery and event costs	147,364	-	147,364
Promotion	7,542	-	7,542
Building, venue hire and storage	40,945	-	40,945
Van and travel	13,774	-	13,774
Accounting and bookkeeping	-	10,425	10,425
Depreciation	16,418	-	16,418
Equipment and materials	11,156	-	11,156
Legal and professional	7,082	-	7,082
Office and other costs	25,689	-	25,689
<b>Total</b>	<b>642,389</b>	<b>10,425</b>	<b>652,814</b>

During the period ended 31 August 2020, total expenditure was £652,814, of which unrestricted expenditure amounted to £468,730 and restricted expenditure amounted to £184,084.

**8 Analysis of staff costs and key management personnel**

	2021 £	2020 £
Wages and salaries	283,217	350,721
Social security costs	13,505	15,448
Pension costs	4,968	6,250
	<b>301,690</b>	<b>372,419</b>

The charity trustees were not paid any other benefits from employment with the charity in the period (2020: £Nil) neither were they reimbursed expenses during the period (2020: £Nil).

The average monthly head count was 21 (2020: 18).

No employees received employee benefits excluding pension contributions over £60,000 (2020: £60,000).

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

Employee benefits of key management personnel of NORCA were £73,699 (2020: £102,572).

**Notes forming part of the Financial Statements  
for the year ended 31 August 2021 (continued)**

**9 Tangible fixed assets**

	Vehicles	Office equipment & fittings	Media equipment and musical instruments	Leasehold improve- ments	Total
	£	£	£	£	£
<b>Cost</b>					
At start of period	31,795	78,677	299,077	204,896	614,445
Additions	-	14,277	5,567	-	19,844
<b>At end of period</b>	<b>31,795</b>	<b>92,954</b>	<b>304,644</b>	<b>204,896</b>	<b>634,289</b>
<b>Depreciation</b>					
At start of period	30,478	75,023	288,463	204,896	598,860
Charge for the period	832	5,490	7,410	-	13,732
<b>At end of period</b>	<b>31,310</b>	<b>80,513</b>	<b>295,873</b>	<b>204,896</b>	<b>612,592</b>
<b>Net book value at the end of the period</b>	<b>485</b>	<b>12,441</b>	<b>8,771</b>	<b>-</b>	<b>21,697</b>

Net book value at the start of the period 1,317 3,654 10,614 - 15,585

Fixed assets held in restricted Community Construction Fund and included above have a cost of £96,171, accumulated depreciation of £96,171 and net book value of £NIL (2020: £Nil).

**10 Debtors**

	2021 £	2020 £
Trade Debtors	2,272	739
Prepayments and accrued income	6,021	16,800
	<b>8,293</b>	<b>17,539</b>

**11 Cash at bank and in hand**

	2021 £	2020 £
Cash	358,202	219,906

**12 Creditors: amounts falling due within one year**

	2021 £	2020 £
Creditors	18,361	2,152
Accruals	8,176	4,200
	<b>26,537</b>	<b>6,352</b>



Notes forming part of the Financial Statements  
for the year ended 31 August 2021 (continued)

13 Funds summary

	Balance at the start of the period	Income	Expenditure	Transfers between funds	Balance at end of the period
<b>2021</b>					
<b>Restricted funds</b>					
Sistema in Norwich	10,000	95,948	(41,948)	56,000	120,000
Teen Sistema	10,000	46,000		(56,000)	-
<b>Total restricted</b>	20,000	141,948	(41,948)	-	120,000
Designated funds	100,000			-	100,000
Unrestricted funds	126,678	442,330	(427,353)		141,655
<b>Total unrestricted</b>	226,678	442,330	(427,353)	-	241,655
<b>Total funds</b>	246,678	584,278	(469,301)	-	361,655
<b>2020</b>					
<b>Restricted funds</b>					
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)	-	-
<b>Total restricted</b>	39,310	164,774	(184,084)	-	20,000
<b>Total unrestricted</b>	371,041	324,367	(468,730)	-	226,678
<b>Total funds</b>	410,351	489,141	(652,814)	-	246,678

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

**Teen Sistema** - Part of Sistema in Norwich, Teen Sistema caters for older children who took part in Sistema in their Primary School and are moving (or have moved) onto secondary school. These children and young people are part of Colegate Nucleo Orchestra. This project will be amalgamated with Sistema in Norwich as a result of the move to a single nucleo model, therefore there has been a transfer of the funds from Teen Sistema to Sistema in Norwich

**Performance Project** - Part of Sistema in Norwich, this project is developing performance and collaboration opportunities for young people taking part in Sistema, whilst developing a year round programme of concerts. The main funder is Arts Council England.

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

Notes forming part of the Financial Statements  
for the year ended 31 August 2021 (continued)

15 Net assets by funds

	Unrestricted funds	Restricted funds	Total funds 2020
<b>2021</b>			
Tangible fixed assets	21,697	-	21,697
Debtors	8,293	-	8,293
Cash	238,202	120,000	358,202
Creditors falling due in less than one year	(26,537)	-	(26,537)
	241,655	120,000	361,655
<b>2020</b>			
Tangible fixed assets	15,585	-	15,585
Debtors	17,539	-	17,539
Cash	199,906	20,000	219,906
Creditors falling due in less than one year	(6,352)	-	(6,352)
	226,678	20,000	246,678

16 Pension Commitments

The Charity operates one defined contribution pension scheme. The assets of the schemes are held separately from those of the Charity in independently administered funds. The total pension cost charge represents contributions payable by the Charity to the funds and amounted to £4,968 (2020: £6,250). No amounts are outstanding at year end (2020: £Nil).



Notes forming part of the Financial Statements  
for the year ended 31 August 2021 (continued)

17 Operating lease commitments

At 31 August 2021, NORCA had future minimum lease payments under non-cancellable operating leases as follows:

Land and buildings		
Expiry date:	2021	2020
	£	£
Under 1 year	25,000	25,000
Between 2 and 5 years	14,583	39,583
After more than 5 years	-	-
	<u>39,583</u>	<u>64,583</u>
Other		
Expiry date:	2021	2020
	£	£
Under 1 year	1,317	1,317
Between 2 and 5 years	2,634	3,951
After more than 5 years	-	-
	<u>3,951</u>	<u>5,268</u>

18 Related party transactions

Marcus Patteson who represents key management of NORCA, also runs another organisation called Rabo de Fogueite. Transactions between the two entities took place for the provision of professional artistic services, totalling £7,700 (2020: £10,100) and at the year end the amount due amounted to £850 (2020: £NIL).

No further related party transactions took place in the period (2020: £Nil).





# CORPORATE INFORMATION

## NORCA and Sistema in Norwich Limited

(A company limited by guarantee)

### Registered Office

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

Company Registration No. 04278192  
Charity Registration No. 1089916  
Telephone: 01603 760529 (ext 1)  
Website: [www.norcasistema.org.uk](http://www.norcasistema.org.uk)

### Trustee Board

Abby Dalgleish (a)  
Beryl Blower (c) (resigned 22 Jun 2021)  
Jacqui Mackay (a) (resigned 21 Sep 2021)  
Karl Jermy (a) (b)  
Stephen Morris (a) (appointed 9 Mar 2021)

(a) member of the Finance sub-group  
(b) member of the Martineau Memorial Hall sub-group  
(c) member of fundraising sub-group

### Company Secretary

Marcus Patteson

### Executive Director

Marcus Patteson

### Operations Manager

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

### Sistema in Norwich Musical Director

Juan Gabriel Rojas

### Safeguarding Officers

Cathie Davies  
Jacqui Mackay (Clare Lovell)

## Accountants and Independent Examiners

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

## Bankers

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

## Solicitors

Howes Percival LLP  
The Guildyard  
51 Colegate  
Norwich  
NR3 1DD

## Bookkeeper

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

# THANK YOU

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Anguish's Educational Foundation  
Chivers Trust  
Cultural Recovery Fund (DCMS)  
Foyle Foundation  
Garfield Weston Foundation  
Limbourn Trust  
Norfolk Community Foundation  
Norfolk Music Hub  
Norwich Freeman's Charity  
Norwich French Church Charity

## Special thanks to all our partner schools:

Catton Grove Primary School  
Drayton Junior School  
Fawcett Primary School  
Mousehold Infant School  
Nelson Infant School  
Queen's Hill Primary School  
Trumpington Meadows School  
Wensum Junior School  
West Earlham Junior School  
White Woman Lane Junior School

Thank you to everyone who has raised money for us, volunteered their valuable time and skills, and supported us financially.

Because of your generosity we've been able to do more, whether that is give Sistema children more time each week, reach more people or create more opportunities.

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

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



*Transforming Lives*  
*Through*  
*Arts Participation*  
*& Engagement*

For more information about our work  
please visit our website:

**[norcasisistema.org.uk](http://norcasisistema.org.uk)**