



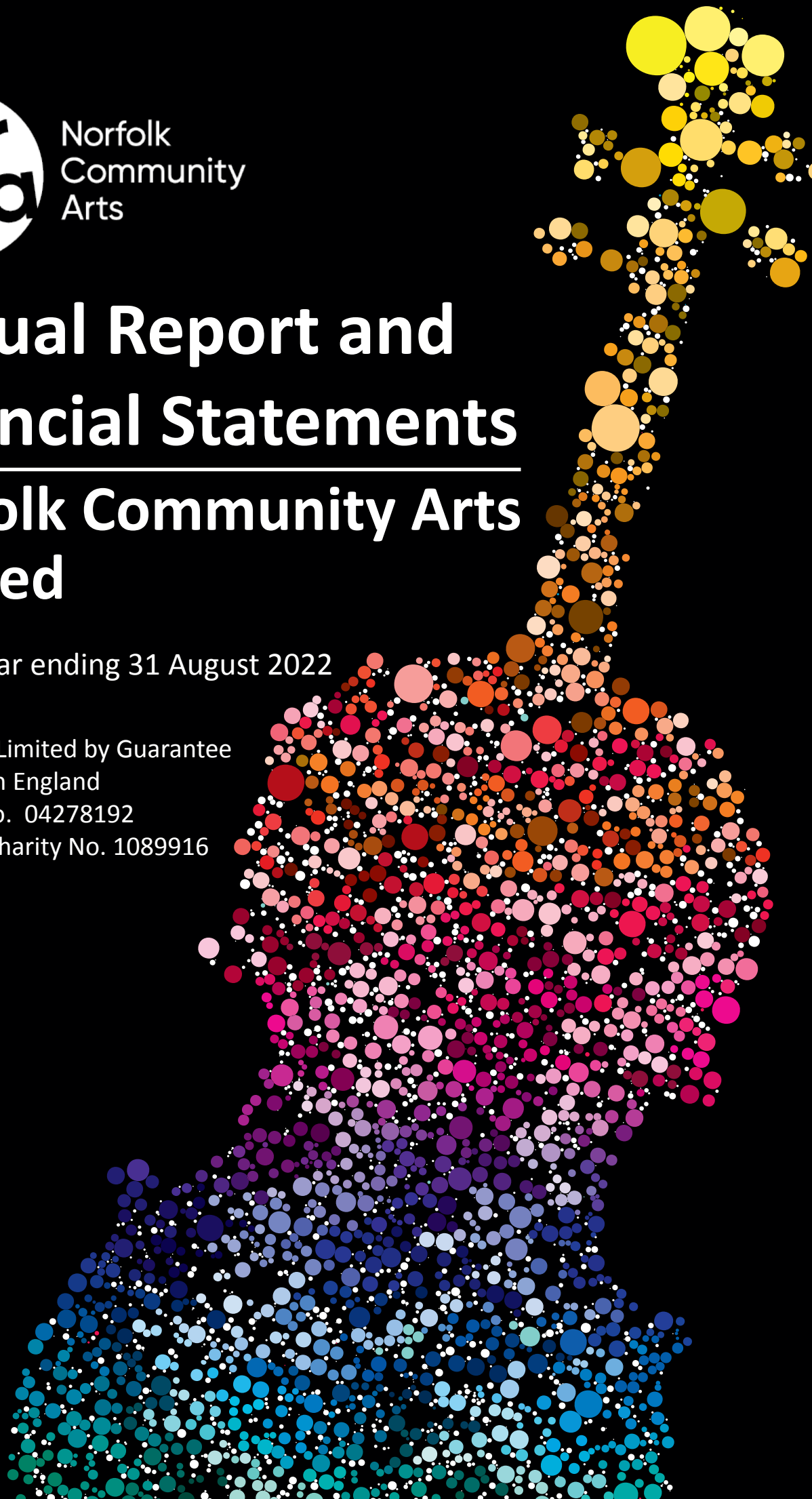
Norfolk
Community
Arts

Annual Report and Financial Statements

Norfolk Community Arts Limited

For the year ending 31 August 2022

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





Trustees Annual Report

(incorporating a director's report)

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Introduction

Coming out of the pandemic, 21/22 saw a significant period of change for the organisation, which has carried on into 22/23. Following advice from a local marketing organisation, the trustees decided to carry out a brand review of the charity. This led, in October 2022, to us changing our name to Norfolk Community Arts Limited (NORCA), and developing new branding for the charity and for the Sistema Norwich programme. Though not reflecting any less commitment to the delivery and objectives of Sistema Norwich, the change returned NORCA to being an overarching community arts organisation that runs a variety of programmes, one of which is our Sistema-inspired orchestral work. The trustees also recognised the need to review the way in which we meet our objects and the work we decide to do, to further develop our remit and create a new 3-year delivery plan to take the organisation forward, which we aim to have in place by September 2023.

After a lot of work to develop and consider options for a venue for the new Sistema Norwich nucleo, we settled on making modifications to Martineau Memorial Hall, so that the programme could be delivered from our existing building. Investing in three acoustic pods, and reopening a doorway to Martineau Hall, next door, gave us access to the space we needed. Although that means developing wider use of the venue to replace the lost income from desk hire, its conversion into a venue space has felt a very worthwhile process, with considerable potential for the building as a new focus for informal music learning and other cultural activity in the city.

The new Sistema Norwich nucleo opened in April 2022, with 28 children joining from our existing cohort. The summer term was a great opportunity to work out the logistics of how sessions and the wider programme would run in the new venue. We quickly started to see the sort of impact we had hoped for in terms of the level of attendance and culture of participation that grew up around the nucleo. That has continued to develop, with a new intake in September 2022, the

introduction of peer-to-peer performances in February 2023 and a fantastic concert in March that for me really encapsulated the ethos of the programme. Returning to the Octagon Chapel, the Spring 2023 Concert brought together children from all three orchestral levels, performing separately and together, from soloist slots to full ensemble, and including our new choir.

The challenge of funding Sistema has become more and more evident. Though we had, and continue to have, amazing support from a number of funders and donors, we have had to take the decision to reduce the scale of our ambition, at least in the short-term, returning to our previous model of two sessions a week for all participating children (reducing the number of sessions for Youth Orchestra children). Implemented in April 2023, this change still means all children get 4 hours per week across instrumental lesson, general music, ensemble and choir, and we will continue to explore opportunities to extend what we can offer participating children. A new partnership to deliver the programme with Norfolk Music Hub has secured funding support to August 2024 and brought the Hub on board to offer oversight for the work, as well of the opportunity to develop Martineau Memorial Hall as a focus for orchestral music. This has made a significant difference to our fundraising targets and made the programme more sustainable.

A number of members of staff subsequently decided to move on from Sistema, with Juan Gabriel Rojas (Sistema Norwich Musical Director), Al Watts (Sistema Norwich Programme Manager), Hebe Raval (Brass tutor) and Anouk Smit (Violin Tutor) all leaving. We want to thank them for all their work and wish them the best for the future. It has been fantastic to welcome Lisa Buckland (Violin tutor) and Eddie Baker (Brass tutor) to the team to fill the teaching roles.

The delivery of music education is also going through a period of change, with the pressure on school budgets and targets continuing to put pressure on the space and resources for

music. However, the introduction of a new National Plan for Music and the restructuring of the Music Hubs, both bring new initiatives and opportunities that we hope will support a more vibrant music education sector. Our curriculum provision has continued to grow, with Norfolk Community Arts Limited working with 2,500 children in 21/22, and adding Thurton Primary School and more latterly George White Junior School, to our school partners. We know there is considerable commitment from school leaders in providing a robust music education for their children, and we hope to be able to bring our innovative curriculum model to more schools.

In April 2022, we launched a new Youth Samba band, funded by the Arts Council England's Let's Create Platinum Jubilee Fund (via the Norfolk Community Foundation). For many of the participating young people it was the first activity outside school that they had engaged in since the pandemic, and it has been wonderful to see the band develop. The group performed to 10,000 people across two days at Norfolk's Platinum Jubilee celebration, A Royal Salute, which included an impromptu collaboration with the African Choir of Norfolk, and with carnival returning to the streets of Norwich, they participated in the Norwich Lord Mayor's Procession in July. Our ambition is to develop the music group into a full, children's carnival group.

Carnival has been a long-standing focus for the charity, and we have continued to work closely with the City Council and other partners on developing carnival in the city and county. As part of this development, NORCA will be running the Norwich Lord Mayor's Procession for the City Council for the first time in 2023. Following the removal of vehicles from the procession in 2019, 2022's carnival saw the City Council remove the crowd barriers, bringing a new energy to the city's largest community event.

2022 was the ninth year of Head Out Not Home, with the festival remaining on a Sunday for the second year. Whilst we faced a new challenge, from very hot weather, we continued to successfully build the event, in partnership with Norwich BID. We saw a 20% increase in audience from 2021 (despite a 30% reduction in city centre footfall) and the audience response clearly showed that they

appreciated and enjoyed it. We were, once again, able to support an amazing range of up-and-coming artists through our Platform Acts, working in partnership with Access Creative College, Norfolk Music Hub and Young Norfolk Arts Trust. In April 2023, we launched an exciting new brand for the festival, Norwich Summer Sessions, and we look forward to what will be its tenth anniversary this summer. It is very much a team effort and I want to thank all our wonderful volunteers, stage managers, sound engineers and partners, especially Norwich BID.

The support of funders and donors is so vital to us being able to do what we do. I want to offer special thanks to all those who have supported our work in the last year, large or small, it is all important, appreciated and needed more than ever. These are hugely challenging times for our sector, with more pressure and demand than ever on funds and funders. As will be highlighted in our accounts, we have committed our resources to continue to support the people we work with, to further their creative ambitions and help them realise their potential, and to maintain our amazing team of tutors and core staff. There is a need for action to support the charity, education and arts sectors, if the work of organisations like ours is going to be able to continue. More availability of core funding means we can be better at what we do and more sustainable as organisations, and really be the agents of change we need to be.

The year has seen development of the board of trustees, welcoming Mark Hazell and, latterly, John Packman to the board, with Mark taking on the role of Chair. A charity's trustees are a vital part of overseeing the charity's work, and we continue to seek to develop the skills and experience of the board. We continue to work to recruit new trustees. I want to thank Stephen Morris (who stepped down in April 2023) for the expertise, dedicated focus and attention to detail that he has brought to the role. We wish him all the best in his new role at the Royal Opera House.

Finally, I want to say a big thank you, again, to our team, for their work over what has continued to be a challenging period.

Marcus Patteson
EXECUTIVE DIRECTOR

Our mission, vision and values

Our mission

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

Our vision

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

Our values

Our values are inclusivity, excellence, cooperation and nurture.

Inclusivity

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

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.

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.



Strategic Report

Strategic planning

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

Although a new 3-year business plan was put in place for September 2022, developed with the support of a consultant from the Foundation for Social Improvement (FSI), it has become increasingly clear that the ongoing aftermath of the pandemic and the challenging financial and fundraising environment, requires re-evaluation of our plans and ambitions. Initial work (first half of 22/23) focused on reforming the delivery of Sistema Norwich and developing new strategic partnerships. Work will now be undertaken to review the delivery the charity undertakes, develop new areas of work to meet our objects, and deliver a new business plan to take the charity forward.

Our approach

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

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

Strategic aims

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

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

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

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

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

Theory of change

Our work is grounded in research by the Young Foundation which identifies the fundamental importance of social and emotional capabilities in the achievement of other outcomes, including educational attainment, health and employment status. That research also establishes that these 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.

The difference we make

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

Artistic development and lived experience of culture

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

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

Increasing social mobility

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

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

Building resilience and wellbeing

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

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

Creating an environment of arts participation and cultural engagement

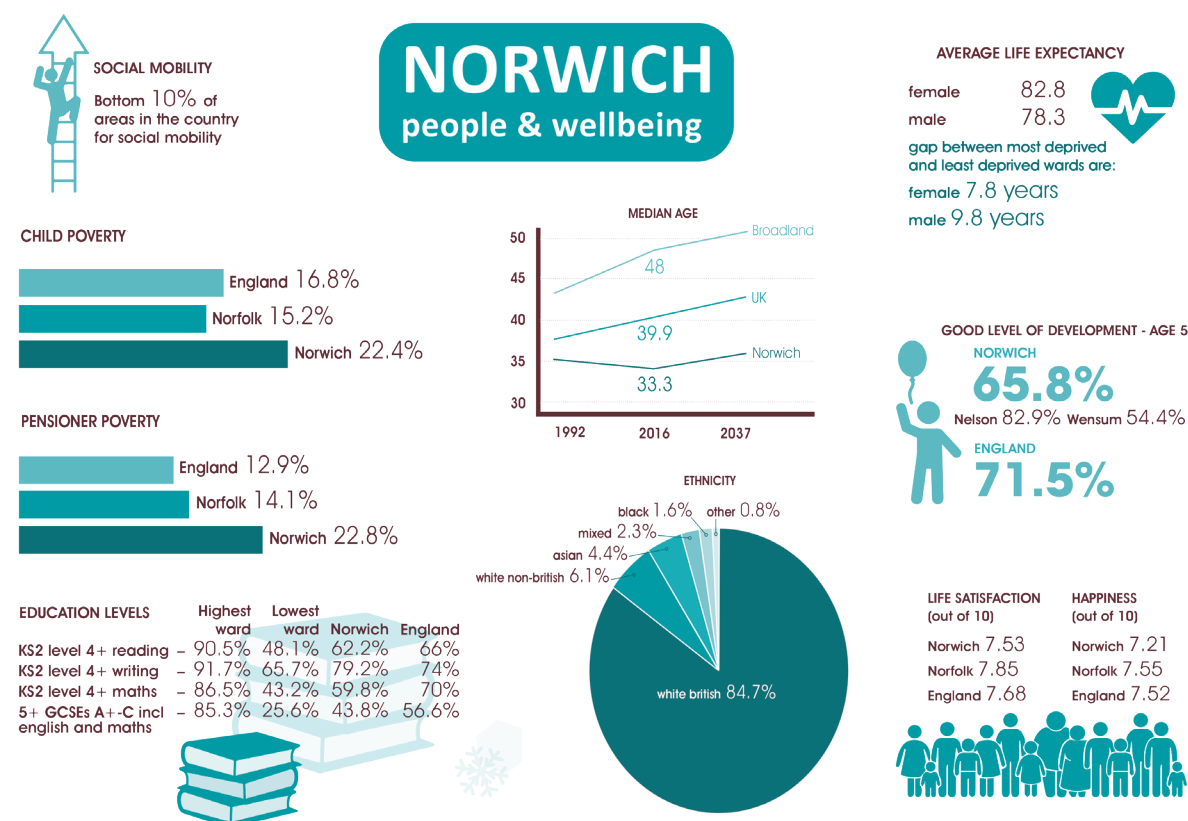
Bringing about change is not just about focused programmes, but creating a climate of cultural participation, and recognising the value of culture to people's lives. We want to make sure people (especially young people) have pathways to further opportunities and growth. We want to be part of a thriving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

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



The context for our work

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



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

Deprivation and poverty

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

* LSOA's or Lower Layer Super Output Areas, divide up the UK into areas of 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
- 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. The new National Plan for Music will be implemented from Sep 23 and may bring new opportunities.

Sistema-inspired programmes

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

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.

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.

The status of the arts

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

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

Achievements and performance in 2021/22

Our work in 21/22 continued to be impacted by the aftermath of the pandemic, with that impact differing across the various settings in which we work. We found there were reduced levels of participation and challenges to recruiting and engaging young people, and a considerable amount of our focus was taken up by the shift in delivery and models, and associated challenges of funding and resources, post-pandemic.

A focus on disadvantage and lack of opportunity

Sistema Norwich

- The new community nucleo model was completed and implemented, bringing all our Sistema delivery together in one centre.
- Martineau Memorial Hall was developed as the location for the new nucleo (in the absence of other options) with modifications made to increase the number of spaces for teaching in the building, particularly adding three acoustic pods.
- Online delivery enabled us to maintain engagement where we could not get to work with children face-to-face (due to lack of a venue). This continued through Musico, supporting both static resources and live lessons. In April 2022, we moved to Practice Space.
- A hybrid mix of online and face to face delivery enabled us to deliver 1,500 tutor hours (550 online) with children getting between 2 and 7 hours of music each week.
- We held our first concert for over a year, using the Grand Hall at Martineau Memorial Hall for the first time.
- 83 children and young people took part in the programme from areas of deprivation, with 32 registering for the pilot term of the new nucleo in April 2022 and a waiting list of 40 for September 2022 (25% on free school meals).

Carnival and Outdoor Arts

- Developed a new Youth Samba Band with funding from the Arts Council's Let's Create Platinum Jubilee Fund.
- Carnival development work was focussed on project and activity development with schools, community groups and a range of organisations.

Other

- Offered young people the opportunity to perform as part of Head Out Not Home (Platform acts).

To be a high performing organisation

- Governance review completed by trustees.
- Strategic planning for new 3-year business plan completed, supported by the Foundation for Social Improvement (FSI) and new plan put in place for Sep 2022.
- Recruited one new trustee.

An ethos of creativity and culture

Sistema Norwich

- Developed a new home for Sistema at Martineau Memorial Hall and established this as the base of the programme.
- Significant Tutor and programme development whilst full delivery could not proceed.
- Developed a tutor ensemble and delivered innovative 'Jukebox' concerts.

Curriculum and extra curricular music

- Delivery in eight primary schools, including six whole school offers.
- 2,550 children received provision, with over 2,650 tutor hours of music delivery.
- 100 children across 3 schools took part in after-school clubs, delivering 106 tutor hours.
- Updated our model curriculum, including ensuring that instrument focussed lessons achieve curriculum objectives and give solid grounding in all aspects of musicality.

Carnival and Outdoor Arts

- Developed a new (ongoing) Samba band for young people (10+ yrs), with 38 children engaging with the taster sessions and 12 joining the core band. The band took part in Norfolk's Jubilee celebration (A Royal Salute), performing to 10,000 people as part of a 30-minute show, and in the Norwich Lord Mayor's Procession.
- Supported the artistic content of the Norwich Lord Mayor's Procession.
- Took Ulysses Street Show into two primary schools and a special school, performing to 350 children and working with the schools to develop curriculum materials to support the experience for young people.
- Delivered Head Out Not Home 2022, with 44 acts performing over 7 weeks, a total audience of around 12,200 people and 115 artists supported. This represented a 20% increase in audience despite a 30% decrease in city centre footfall, and 96% of the surveyed audience rating the event at 7+ out of 10 (75% at 9 or 10).
- 12 up and coming artists/bands had the chance to perform as part of the HONH Platform acts.

Partnership and collective action

Sistema Norwich

- Parental engagement developed through our Musical Chairs, side-by-side sessions and open days.
- New partnerships developed to promote the new nucleo and recruit participants.
- Maintained and continued to lead the UK Sistema-inspired programmes network with three meetings over the year.

Curriculum Music

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

Carnival and Outdoor Arts

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

Programme Delivery 2021/22

Sistema in Norwich orchestral provision

| Location | Instruments | Details (a/s = after-school, in = in-school) |
|-------------------------|--|---|
| Sistema Norwich Nucleo | | |
| Martineau Memorial Hall | Violin, viola, cello, double bass, wind, brass, percussion and piano | Online for Autumn term. New centre opened in April 2022 Tues to Fri - after school Saturday: 10am to 1pm Sessions: Instrumental lesson, general musicality, ensemble and choir. Beginner/Intermediate: 4hrs/week Youth orchestra: 7hrs/week |

Curriculum and extra-curricular music provision

| Location | Instruments | Details |
|--|---|---|
| Curriculum Provision | | |
| Queen's Hill Primary | Digital, ukulele, samba and general music | 30mins/class for all children from Reception to Yr6 |
| White Woman Lane Junior | Samba drumming | Yr6, 30 mins/week |
| Thurton Primary School | Curriculum music | Whole school, 1 hour/week |
| West Earlham Junior | General music Samba drumming | Whole school on rotation Yr 5 |
| Mousehold Infants | Ukulele & Samba drumming | Yr1, 30 minutes/week Yr2, 30 minutes/week |
| Trumpington Meadows Primary (Cambridge) | Curriculum music | Whole school, 1 hour/week |
| Fawcett Primary (Cambridge) | Curriculum music | Whole school, 1 hour/week |
| Bewick Bridge Primary (Cambridge) | Curriculum music | Whole school, 45 minutes/week |
| Other | | |
| Drayton Junior and White Woman Lane Junior | Samba drumming | After school clubs, weekly |
| Queen's Hill Primary | Ukulele and instrument making | After school clubs, summer term |
| Jane Austen College | African drumming, instrument making and dance | Yr 6 transition summer school, 3 days |

Other programme delivery

The previous table summarises our music provision during the 2021/22 academic year.

Extension activities

Curriculum focussed work provides an excellent platform for introducing young people to 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.

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

Key extension activities:

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

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

Key extension activities (cont):

- Performance**
Performance is often part of extending activities, both taking part in performances and experiencing a range of performance. Where appropriate, projects or activities often culminate in some form of performance, or link to performance opportunities. Initiatives like Head Out Not Home enable us to offer performance platforms as part of our wider provision.

Significant performance development as part of Sistema is a key area, offering the chance to work with professional musicians and ensembles, and expand the performance opportunities connected to the programme, as well as engagement with other organisations and audience development.
- Opera & other projects**
Developing intensive projects that facilitate a deeper and more extensive engagement with culture, offer the opportunity to not only further artistic progression goals, but also support wider curriculum and social impact aims. Our opera work (based on the Royal Opera House's Write an Opera model) is a perfect example.
- Carnival & Samba**
A number of our schools (e.g. Wensum Junior, West Earlham Junior) have engaged in longer-term carnival participation, often through project work in-school leading to taking part in the Norwich Lord Mayor's Procession.

In April 2022, we developed a new weekly Youth Samba workshop (and band) and our goal is to develop this into a new youth carnival group (adding costume and dance to the offer).

Impact

Evaluation and Monitoring

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

Our first step has been to make our own evaluation and monitoring more robust, by incorporating the evaluation methodology developed by Nucleo, the Sistema-inspired programme based in North Kensington (London), who in turn have been working

with Soundsense (a national association for community music).

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

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

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

Artistic development and lived experience of culture

Developing proficiency – Building experience – Growing creativity

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

- Sistema participation had an 90% attendance level.
- Self-assessment by Sistema participants indicated significant increases in their ability across music knowledge, instrumental skills, rehearsal and practice skills and performance skills, with these assessments backed up by similar reports from parents (55% av. score increase).
- Feedback and monitoring of curriculum delivery has seen consistent levels of engagement and enjoyment amongst children and young people (92%) and a significant number keen for more opportunities, e.g. after school activities (72%).
- Head Out Not Home gave a platform to 12 up-and-coming musicians and supported 115 artists overall.
- The Youth Samba Band supported the engagement of 38 young people in a new, ongoing music opportunity, and performed to 40,000 people in 2022. The band has run for a year with 12 participants taking part in the longer- term.

Increasing social mobility

Creating opportunity – Raising aspirations – Overcoming barriers

- 94% of children taking part in Sistema stated that they would not otherwise be able to learn to play a musical instrument (mostly for financial reasons)
- 25% of children taking part in Sistema are on free school meals (well above the Norfolk average of 4% participating in learning a musical instrument)
- 10% of Sistema participants are identified as having a special educational need
- 28% of Sistema participants are from ethnic minority backgrounds and another 17% from non-British, white backgrounds, indicating that the programme is drawing in more diverse participants than the figures for the city as a whole.

Building resilience and wellbeing

Developing confidence – Beating stress – Reducing isolation

- 83% of children reported being happy or very happy taking part in Sistema
- 70% of children participating in Sistema showed increased confidence, as reflected in young people's self-assessment, parental assessment and tutor observation, with an average increase of 50% in their rating of their confidence over the year.
- 80% of Sistema participants exhibited increased external resilience, measured through self-assessment, parental assessment and tutor observation.
- All Sistema children demonstrated indicators of increased aspiration (parental survey) with increases across the board around engagement, willingness to practice, sense of direction, and enthusiasm for music.



Creating an environment of arts participation and cultural engagement

Growing audiences – Building communities – Embedding in education

- Audience development connected to Sistema has been limited, with performances only restarting in July 2022.
- 2022 saw an increase in the marketing of Head Out Not Home, with a 20% increase in audience from 2021 (against a 30% decrease in city centre footfall). 12,200 people (estimate from headcount) attended in 2022 (10,100 in 2021).
- 52% of the HONH audience came into Norwich specifically for the event. 26% had not been to a live event in the last 6 months, indicating a return to live events post-pandemic. 75% scored the event as 9 or 10 (out of 10), and 96% as 7+.
- Whilst in-school projects planned for summer 2022 were not able to take place (due to pandemic-related issues) these have been postponed to 2023, offering the chance for building school engagement with intensive artistic activity (carnival and opera).



Plans and objectives for 2022/23 and progress to date

A focus on disadvantage and lack of opportunity

Sistema Norwich

- Continue to develop the new format of Sistema Norwich based around a single, city-wide nucleo, adapting the delivery plan (staffing and logistics) to make the programme more sustainable under the current conditions, and developing a plan to support the growth of the nucleo over the next 3 years.
 - * In April 2023, Youth Orchestra provision was reduced so that all participants now have to two sessions per week and the programme runs Tuesday to Thursday after school.
 - * A new partnership to run the programme has been developed with the Norfolk Music Hub and came into effect from 1 April 2023.
- Recruit new beginner intake at key points (Sep 2022 and Sep 2023) from target areas.
 - * 28 children joined the induction carousel in Sep 2022, with 92% carrying on to full involvement. There were 20 children registered for the Sep 2023 intake, by May.
- Establish ongoing recruitment to the Crescendo and Youth Orchestra levels by children from target areas who already have some engagement with an instrument (Grade 1+).
- Develop youth voice and leadership work as part of the new nucleo delivery.
- Explore commissioning an external evaluation of the programme, including working with key partners, such as the University of East Anglia.

Curriculum Music

- Continue to develop our curriculum music offer and update our model, including exploring the opportunities presented by the implementation of the new National Plan for Music (September 2023).
- Increase the number of schools we work with, and identify other opportunities to develop our work portfolio (e.g. contracted work from the Music Hub).
 - * Two schools were added in 2022/23, with others interested, and work contracted by the Music Hub.

Carnival and Outdoor Arts

- Work with Norwich City Council on carnival development connected to the Norwich Lord Mayor's Procession.
 - * For 2023, this has included bid development and taking on running the procession for the council, along with artistic direction support for related project work.
- Continue to run the Youth Samba Band and develop this into a children's carnival group by adding costume and dance to the offer.
- Develop wider initiative to support a longer-term vision for carnival in Norfolk, e.g. a collective of carnival artists, access to space and a longer-term funding proposal.

Other

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

An ethos of creativity and culture

Sistema Norwich

- Create a new identity and brand for the Sistema programme around the single nucleo model and develop a community engagement plan to support wider engagement.
 - * Sistema was rebranded, as part of a wider name change and rebranding of the charity.
- Performance-related development, including regular concerts and a festival, performances by tutor ensembles, collaborations with ensembles and professional musicians, and developing links with a range of local and national organisations.

Curriculum music

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

Carnival and Outdoor Arts

- Develop carnival work for the summer of 2023, including promoting our offer to a range of potential clients, e.g. schools.
 - * Funds have been secured to support the Youth Samba band and work developed with five carnival artists across four groups/organisations as we continue to develop bids to support this work.
- Continue to support and develop local carnival and outdoor arts groups, along with activities to support engagement in carnival arts.
- Maintain youth samba band and develop into a full, children's carnival group.
 - * Funding from Norwich City Council has enabled the band to continue up to July 2023, and part of the funds are secured for 23/24. Bids for the wider carnival group are being developed and submitted.
- Deliver Head Out Not Home 2023, continuing to explore and innovate the event as a platform for music and street theatre, and increasing our own visibility.
 - * A new brand for HONH, Norwich Summer Sessions was developed with Norwich BID and launched in April 2023. A full and diverse programme has been put in place for the festival in 2023.

Other

- Promotion of the new centre and development of venue hire/use outside of Sistema use particularly connected to income development and wider engagement in culture.
 - * Proposal for Martineau Memorial Hall to become a focus for the Norfolk Music Hub's orchestral and ensemble provision from Sep 2024.
- Work to promote the value of cultural engagement and role of culture in enriching lives (e.g. social media, events, etc.).
- Restart a year round programme of 'open' activity, offering a range of opportunities for artistic engagement and development
 - * New sessions started in April 2023, including a Jazz Improvisation workshop for young people.
 - * Funding sought to carry out a significant consultation exercise with young people on their engagement in music.

Partnership and collective action

Sistema Norwich

- Develop and implement a new parental engagement plan centred around new nucleo.
 - * A programme of side-by-side sessions (Musical Chairs), open sessions and rehearsals, one-to-one with tutors and other interactions developed.
- Develop our youth voice, youth forum and leadership work to ensure young people's voices are included in the development of the programme.
 - * Funding proposal developed and submitted to funders, April 2023.
- Reinstate our volunteer programme.
 - * 2 new Sistema volunteers.
- Continue to build our partnership with the Norfolk Music Hub, both to support participation in the Norwich nucleo and to explore opportunities for expansion.
 - * Development of new partnership to deliver Sistema Norwich with Music Hub taking on oversight of the programme.
- Continue to support and develop the UK Sistema network, in discussion with programmes, including opportunities for partnership projects and interactions.
- Support Sistema Europe's Project Working Groups, e.g. teacher exchanges.

Curriculum Music

- Reinforce and develop our school partnerships.
 - * Significant work with schools on Music Development Plans for Sep 2023.

Carnival and Outdoor Arts

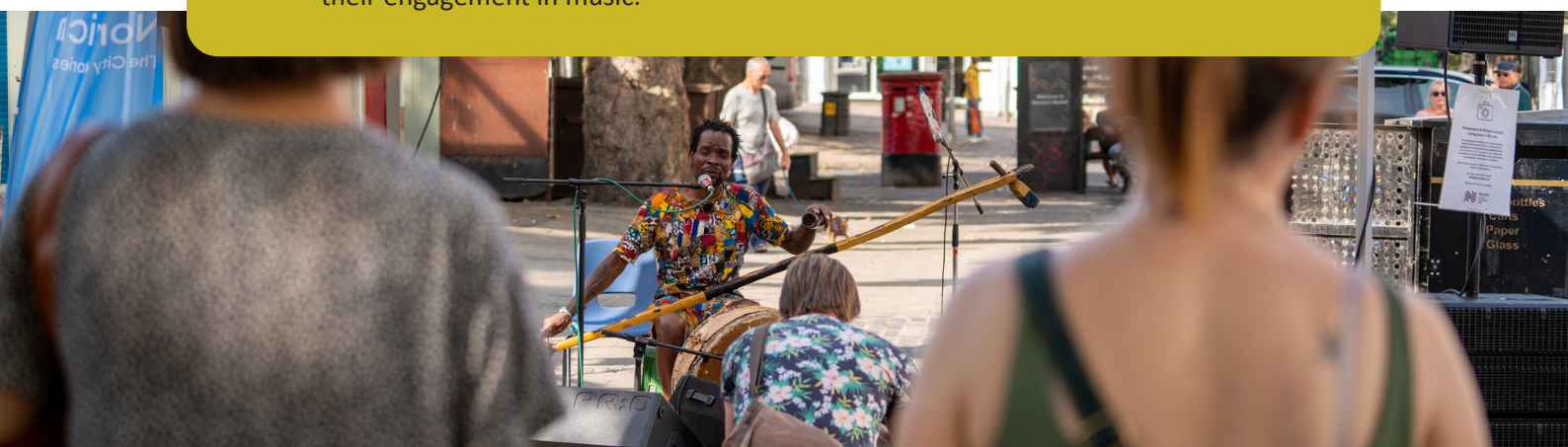
- Build on our partnership with Norwich City Council, Rabo de Fogueite and other local carnival organisations to develop a long-term (3-year) vision and plan for carnival and outdoor arts in the city, including development of the Norfolk Carnival Collective.
- Reinvigorate our volunteer engagement in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

Other

- Increase our pool of volunteers.

To be a high performing organisation

- Implement the findings of the branding review.
 - * As a result of the review, the charity changed its name to Norfolk Community Arts Limited (NORCA) in Oct 2022, and new branding was developed for both the charity and the Sistema Norwich programme.
 - * A new website was developed and launched in April 2023, along with a full move to the new url, email addresses and brand identity.
- Review how the charity's objects are met through the work we decide to do, to establish a clear and coherent remit and set out a plan for the next 3 years.
- Revise the business plan to reflect the current climate and the new delivery plan.
- Improve our trustee recruitment to manage the turnover in the Trustee board.
 - * Two new trustees joined the board (Jun 22 and Nov 23), including a new Chair. A number of other interested parties have come forward, with the existing, long-standing trustees expected to step down by Sep 2023.
- Develop our youth representation at the Trustee board and sub-groups with at least one young person recruited by July 2024.



Governance, structure and management

Legal status and objects

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

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

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

Public benefit

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

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

- Advance participation in and appreciation

of beneficiaries in a variety of artistic forms, including music, drama, dance, carnival and media;

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

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



Access and opportunity

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

Governance, structure and management

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

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

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

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

Recruitment and appointment of trustees (including any constitutional provisions)

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

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

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

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

All our trustees give their time voluntarily, as regards their position as trustee, and receive no rewards or benefits from Norfolk Community Arts Limited for the role. There is, however, provision in our constitution to pay trustees (so long as the number of trustees so engaged is a minimum). This was put in place to enable us to engage artists as trustees who might also at some time do some professional work for the organisation. For 2021/22, no such payments took place.

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

Young trustees

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

Safety and Safeguarding

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

Delegation and sub-groups

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



Sistema Norwich Steering Group

– is primarily responsible for supporting, overseeing and advising the delivery of Sistema in Norwich, enabling us to draw in diverse voices and experience to inform the work (currently suspended).

Finance sub-group

– is primarily responsible for all aspects of the charity's financial strategy and performance, ensuring that its resources are being properly and appropriately applied to its key objectives, and that there are sufficient reserves to fund our work.

Fundraising sub-group

– is primarily responsible for supporting, overseeing and advising on all matters relating to fundraising, including donor development, business sponsorship, the 'friends scheme' and events.

NORCA ORGANISATIONAL STRUCTURE (March 2023)

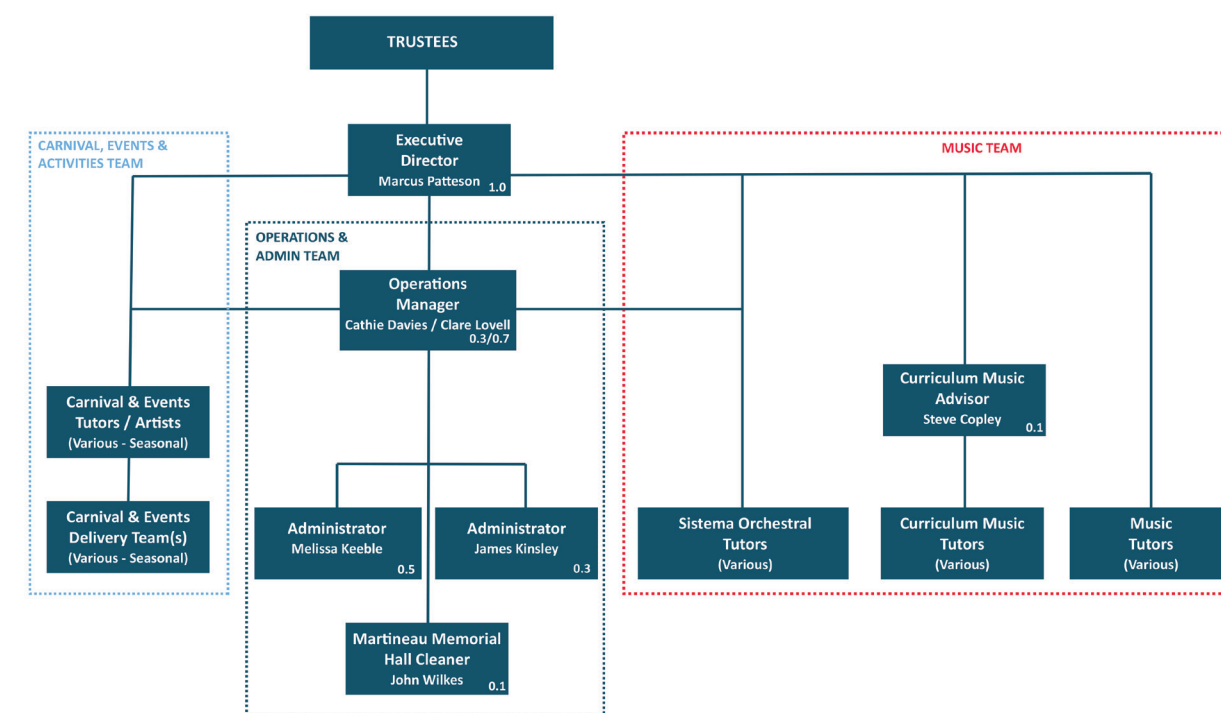


Fig 1: Organisational Structure

Employees

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

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

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

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

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

Volunteers

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

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

Fundraising and supporter engagement

Fundraising and supporter engagement is becoming more and more important as part of our work, as the pressure on school budgets means that service income for Sistema Norwich further declined in 2021/22 with the move to a non-school-based provision. In 2022/23 we will continue to look to develop long-term relationships with our supporters and partners, ensuring we value and maximise the contribution of every individual, group or organisation.

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

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

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

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

and standards. We received no complaints relating to fundraising activities.

General Data Protection Regulation (GDPR)

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

Remuneration

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

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



Related parties and other key partnerships and organisations

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

Related parties

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

Key partner organisations

Norfolk Music Hub: Norfolk Community Arts Limited has been a partner in the Norfolk Music Hub since it was established in 2012. The Hub has been a vital source of funding for Sistema Norwich, as well as linking the programme to the wider world of music education in Norfolk, progression pathways and other opportunities. That partnership has further developed, with the hub taking on oversight of the Sistema Norwich programme from 1 April 2023, becoming a core funder, and linking the programme into their wider ensemble offer. NORCA has been a schools delivery partner for the Music Hub since 2012, however in 2020/21 they passed over the work we were delivering for them to us to manage directly. From Jan 2023, we have once again been contracted for some school delivery, due to capacity challenges, which is expected to continue in 23/24. The Hub also supports us by promoting our activities and concerts through their website and newsletters.

Norwich City Council: The City Council has been a key partner for the whole time that the charity has been in existence, including support for Waterloo Park Pavilion (2002-2006), our leadership of the community section of the City of Culture Bid (2011), Play Rangers

(2009-2011) and the Sure Futures Consortium (2006-2008). Carnival has been a key area of partnership work, particularly focussed on the Norwich Lord Mayor's Procession, including the proposal that we deliver the procession for them in 2023. Norfolk Community Arts Limited has been a core-funded organisation for a number of years (for carnival development), a key partner in recent Arts Council funded projects, and continues to play a role in the cultural visioning for the city.

Norwich Business Improvement District (BID): Another important local partner, we work with Norwich BID to deliver a range of activity to promote the city centre, including Head Out Not Home, a summer festival of music and street performance that runs through July and August. 2022 was our ninth year running HONH, which has become an important feature of the city's annual calendar. As well as being a platform for local bands, an opportunity to bring in national acts and a platform to support our work around diversity, we have also developed an element, through other local partnerships, to support up-and-coming acts. We have been heavily involved in the rebranding on HONH as Norwich Summer Sessions for its 10th year in 2023, as well as supporting new initiatives, such as programming the music for Norwich Wine Week.

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

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

Arts Centre, Creative Arts East, Musical Keys, Lost in Translation Circus, Norfolk & Norwich Chamber Music, Young Norfolk Arts Trust, the National Centre for Writing, Norfolk and Norwich Festival and Norwich School. We have long-standing links with most schools in Norwich (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).

Environmental statement

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

company vans reach the end of their lives we will take full account of environmental considerations in replacing them.

Principal risks and uncertainties

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

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

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



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

TABLE 1: RISKS AND MITIGATING ACTIONS



Financial review

Summary

Total income received for the year was £327,510 (2021: £584,278), which included £173,245 of restricted income (2021: £141,948) and £154,265 of unrestricted income (2021: £442,330). Expenditure totalled £475,534 (2021: £469,301), of which £258,245 was restricted (2021: £41,948) and £217,289 was unrestricted (2021: £427,353). This resulted in a deficit to funds totalling £148,024 (2021: £114,977 surplus). The carried forwards funds total £178,631 (2021: £361,655), of which £nil is restricted (2021: £120,000) and £178,631 is unrestricted (2021: £241,655).

Reserves Policy

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

The charity's reserves target is £100,000. As at 31 August 2022, free reserves, being unrestricted funds less fixed assets, totalled £86,556 (2021: £219,958).

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

Extraordinary use of the reserves

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

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

Provided in each case that:

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

Investment Policy

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

Small Companies Exemption

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

Mark Hazell

Chair of Trustees

Date: 30 June 2023

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

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 August 2022 which are set out on pages 32 to 46.

Respective responsibilities of trustees and examiner

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

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

Independent examiner’s statement

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

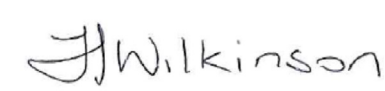
I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement

- that the accounts give a ‘true and fair view’ which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

We draw attention to Note 1b in the financial statements, which indicates the charity is facing financial challenges and has had to commit to it’s own reserves. The charity is yet to secure funding needed to continue in operation, based on their current strategic action plan and is having to downscale and realise Charity assets. As stated in Note 1b, these events or conditions, along with other matters as set forth in Note 1b, indicate that a material uncertainty exists that may cast significant doubt on the charity’s ability to continue as a going concern.

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



Helena Wilkinson FCA DChA

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

Date: 30 June 2023

Financial statements

**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE
FOR THE YEAR ENDED 31 AUGUST 2022**

| Income: | | Unrestricted Funds | Restricted Funds | 2022 Total Funds | 2021 Total Funds |
|---|--------------|-----------------------|---------------------|------------------------|---------------------|
| | Note | £ | £ | £ | £ |
| Donations and legacies | 2 | 900 | 7,755 | 8,655 | 11,356 |
| Income from charitable activities | 3 | 135,840 | 165,490 | 301,330 | 453,121 |
| Trading income | 4 | 12,947 | - | 12,947 | 30,773 |
| Investment income | 5 | 578 | - | 578 | 7 |
| Other income | 6 | 4,000 | - | 4,000 | 89,021 |
| Total income | | 154,265 | 173,245 | 327,510 | 584,278 |
| Expenditure on charitable activities | 7 | 217,289 | 258,245 | 475,534 | 469,301 |
| Total expenditure | | 217,289 | 258,245 | 475,534 | 469,301 |
| Net (expenditure) / income for the year, being movement in funds | | (63,024) | (85,000) | (148,024) | 114,977 |
| Reconciliation of funds: | | | | | |
| Total funds brought forward | | 241,655 | 120,000 | 361,655 | 246,678 |
| Prior year adjustment | 16 | - | (35,000) | (35,000) | - |
| Total funds carried forward | 14,15 | 178,631 | - | 178,631 | 361,655 |

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

The notes on pages 35 to 45 form part of these financial statements

COMPANY NUMBER: 04278192

BALANCE SHEET AS AT 31 AUGUST 2022

| | | 31 Aug 2022 | 31 Aug 2021 As restated |
|--|------|----------------|----------------------------|
| | Note | £ | £ |
| Fixed Assets | | | |
| Tangible assets | 10 | 92,075 | 21,697 |
| | | <u>92,075</u> | <u>21,697</u> |
| Current assets | | | |
| Debtors | 11 | 4,224 | 8,293 |
| Cash at bank and in hand | | 141,204 | 358,202 |
| | | <u>145,428</u> | <u>366,495</u> |
| Liabilities | | | |
| Creditors: amounts falling due within one year | 12 | (58,872) | (61,537) |
| Net current assets | | 86,556 | 304,958 |
| Total net assets | | <u>178,631</u> | <u>326,655</u> |
| The funds of the charity: | | | |
| Restricted funds | 14 | - | 85,000 |
| Unrestricted funds | 14 | 178,631 | 241,655 |
| Total funds | | <u>178,631</u> | <u>326,655</u> |

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

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

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

Approved by the trustees on **30 June 2023** and signed and authorised for issue on their behalf by:

Mark Hazell
Trustee (Chair)



The notes on pages 35 to 45 form part of these financial statements

STATEMENT OF CASH FLOWS YEAR ENDED 31 AUGUST 2022

| | 2022 | 2021 |
|---|------------------|-----------------|
| | £ | £ |
| Cash flows from operating activities: | | |
| Net (expenditure)/income for the year (as per the SOFA) | (148,024) | 114,977 |
| Adjustments for: | | |
| Depreciation charges | 19,013 | 13,732 |
| Loss on disposal of tangible fixed assets | 264 | |
| Decrease in debtors | 4,069 | 9,246 |
| Increase/(decrease) in creditors | (2,665) | 20,185 |
| Interest received | (578) | (7) |
| Net cash provided by operating activities | (127,921) | 158,133 |
| Cash flows from investing activities: | | |
| Purchase of property, plant and equipment | (89,655) | (19,844) |
| Interest received | 578 | 7 |
| Net cash used in investing activities | (89,077) | (19,837) |
| Change in cash and cash equivalents in the reporting period | (216,998) | 138,296 |
| Cash and cash equivalents at the beginning of the period | 358,202 | 219,906 |
| Cash and cash equivalents at the end of the reporting period | 141,204 | 358,202 |
| Cash in hand | 141,204 | 358,202 |
| Total cash and cash equivalents at end of the period | 141,204 | 358,202 |

**Notes forming part of the Financial Statements
for the year ended 31 August 2022**

1 Accounting policies

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

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

a) Basis of preparation

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

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

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

b) Going concern

The Trustees have considered the going concern basis of preparation of the financial statements noting the fall in external funding, liquidity or cash flow problems and the need for additional funding.

The aftermath of the Coronavirus pandemic has continued to have an impact and, alongside other world events, has created challenges in terms of drawing in funds and rising costs. The change in the Sistema delivery model and its move to a reliance on funding (as opposed to service income through a school-based programme) at a time when funding has been much harder to gain, has been a significant issue. Funders have seen an increase on the demand for their funds, whilst many have less funds to distribute. As a result, many funders are revising their priorities and changing the way they distribute funds, and getting support for the Sistema Norwich programme, in particular, has been a challenge. In addition, the budgets of many organisations (e.g. schools) have been impacted by increased costs, both due to the pandemic and the cost of living crisis, leading to a reduction in what services they can afford.

Over 21/22 and 22/23, this has meant that the charity has had to commit its own reserves, including investing in the modification needed to Martineau Memorial Hall, to maintain its programmes of work, staff and core operation. Trustees have taken steps to respond to this situation, including reducing the scale of the Sistema programme, developing new partnerships to bring in resources, and seeking to reduce the charity's costs where they can. The position will continue to be challenging for the foreseeable future and will be closely monitored by trustees. A key development has been to go into partnership with the Norfolk Music Hub to deliver Sistema Norwich, securing a core of funds for the programme (until September 2024) and leaving NORCA with an achievable fundraising target to complete the funds needed. There have also been major developments with both Head Out Not Home (now rebranded as Norwich Summer Sessions) and our carnival work, as key areas of work and sources of income. In 2023, we have been commissioned to run the Norwich Lord Mayor's Procession for Norwich City Council, and alongside that work, we will be focusing on expanding our curriculum music offer and developing new programmes of work, including the use of Martineau Memorial Hall as a venue for arts activity. In the light of the current position, the trustees have put in place an action plan and budget (23/24) to stabilise the charity's financial position and offer a sustainable position from which the future of the charity can be decided. This will mean downscaling the core team and reducing to a core of activity, in the short term, and will require the charity to draw in funds that have not yet been secured, both through fundraising and the sale of assets that we no longer need. As part of this the trustees will be working to renew the remit and scope of the charity and by September 2023 will put in place a new 3-year business plan. Though the year ahead has considerable challenges, the projected budget for 23/24 shows that with successful and achievable income development the charity will have enough resources for the next 12 months, while we work to rebuild and reassess the longer-term future of the charity.

Notes forming part of the Financial Statements
for the year ended 31 August 2022 (continued)

1 Accounting policies (continued)

b) Going concern (continued)

At the date of these accounts being approved, July 2023, the company has sufficient cash to meet liabilities as they fall due, however in the short to medium term, being a period of not less than 12 months from the date of approval of these financial statements, the Charity has to commit to its own reserves and to downscale and realise the Charity's assets until such time that external funding are secured.

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

c) Fund accounting

Funds held by the charity are:

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

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

d) Income

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

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

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

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

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

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

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

Notes forming part of the Financial Statements
for the year ended 31 August 2022 (continued)

1 Accounting policies (continued)

d) Income (continued)

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

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

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

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

e) Expenditure and irrecoverable VAT

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

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

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

f) Tangible fixed assets

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

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

g) Depreciation

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

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

h) Debtors

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

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

**Notes forming part of the Financial Statements
for the year ended 31 August 2022 (continued)**

1 Accounting policies (continued)

i) Cash at bank and in hand

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

j) Creditors

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

k) Pensions

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

l) Operating leases

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

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

m) Taxation

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

n) Volunteers

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

o) Financial instruments

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

p) Critical accounting estimates

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 2022 (continued)**

| 2 Income from donation, grants and legacies | 2022 | 2021 |
|--|-------------|-------------|
| | £ | £ |
| Donations | 8,655 | 11,356 |
| Total | 8,655 | 11,356 |

Income from donations, grants and legacies was £8,655 (2021: £11,356) of which £900 was unrestricted (2021: £408) and £7,755 restricted (2021: £10,948).

| 3 | Income from charitable activities | | | | | |
|-------------------------------------|--|-------------------|----------------|---------------------|-------------------|----------------|
| | Unrestricted | Restricted | Total | Unrestricted | Restricted | Total |
| | Funds | Funds | Funds | Funds | Funds | Funds |
| | 2022 | 2022 | 2022 | 2021 | 2021 | 2021 |
| | As restated | | | | | |
| | £ | £ | £ | £ | £ | £ |
| Arts Council England | 18,750 | - | 18,750 | 168,750 | - | 168,750 |
| Berwick Bridge Primary School | - | - | - | 20,893 | - | 20,893 |
| Drayton Junior | 1,680 | - | 1,680 | 912 | - | 912 |
| Garfield Weston Foundation | - | 35,000 | 35,000 | - | - | - |
| Hewett Academy | - | - | - | 130 | - | 130 |
| Jane Austen College | 1,680 | - | 1,680 | 2,220 | - | 2,220 |
| Limbourne Trust | - | - | - | - | 10,000 | 10,000 |
| Mousehold Infant and Nursery School | 4,125 | - | 4,125 | 3,294 | - | 3,294 |
| Nelson Infant School | - | - | - | 2,770 | - | 2,770 |
| Norfolk and Norwich Festival | - | - | - | 600 | - | 600 |
| Norfolk Community Foundation | - | 9,990 | 9,990 | - | - | - |
| Norfolk Music Hub | - | 30,000 | 30,000 | - | - | - |
| Norfolk Music Services | 730 | - | 730 | 7,046 | - | 7,046 |
| Norwich Bid | 37,300 | - | 37,300 | 31,181 | - | 31,181 |
| Norwich City Council | 12,500 | 3,000 | 15,500 | - | - | - |
| Norwich French Church Trust | - | 1,500 | 1,500 | - | 1,000 | 1,000 |
| Norwich Theatre | - | - | - | 1,600 | - | 1,600 |
| Queens Hills Primary | 11,000 | 1,000 | 12,000 | 12,000 | - | 12,000 |
| ROARR Dinosaur Adventure | 400 | - | 400 | - | - | - |
| The Trumpington Federation | 29,380 | - | 29,380 | 29,112 | - | 29,112 |
| Thomas Anguish Foundation | - | 50,000 | 50,000 | - | 50,000 | 50,000 |
| Thurton Primary School | 1,935 | - | 1,935 | - | - | - |
| Town Close Charity | - | 35,000 | 35,000 | - | 35,000 | 35,000 |
| Wensum Junior School | - | - | - | 26,937 | - | 26,937 |
| West Earlham Junior School | 13,000 | - | 13,000 | 12,900 | - | 12,900 |
| White Woman Lane School | 3,360 | - | 3,360 | 1,776 | - | 1,776 |
| | 135,840 | 165,490 | 301,330 | 322,121 | 96,000 | 418,121 |

Notes forming part of the Financial Statements
for the year ended 31 August 2022 (continued)

| 4 | Trading income | 2022 | 2021 |
|---|-------------------|---------------|---------------|
| | | £ | £ |
| | Rental Income | 12,816 | 30,557 |
| | Hire of equipment | 100 | 216 |
| | Event income | 31 | - |
| | | <u>12,947</u> | <u>30,773</u> |

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

| 5 | Investment income | Unrestricted | Unrestricted |
|---|------------------------|--------------|--------------|
| | | 2022 | 2021 |
| | | £ | £ |
| | Bank Interest Received | <u>578</u> | <u>7</u> |

| 6 | Other income | Unrestricted | Unrestricted |
|---|---|--------------|---------------|
| | | 2022 | 2021 |
| | | £ | £ |
| | Business Rates Relief | 4,000 | 16,058 |
| | Coronavirus Job Retention Scheme income | - | 72,963 |
| | | <u>4,000</u> | <u>89,021</u> |

| 7 | Analysis of Expenditure | | | |
|---|---------------------------------------|----------------|---------------|----------------|
| | 2022 | Charitable | Governance | Total |
| | | Activities | Costs | Costs |
| | | £ | £ | £ |
| | Employments | 278,777 | - | 278,777 |
| | Service delivery and event costs | 68,807 | - | 68,807 |
| | Promotion | 4,458 | - | 4,458 |
| | Building, venue hire and storage | 47,419 | - | 47,419 |
| | Van and travel | 9,275 | - | 9,275 |
| | Accounting and bookkeeping | - | 11,919 | 11,919 |
| | Depreciation | 19,013 | - | 19,013 |
| | Loss on sale of tangible fixed assets | 264 | - | 264 |
| | Equipment and materials | 8,317 | - | 8,317 |
| | Legal and professional | 10,404 | - | 10,404 |
| | Office and other costs | 16,881 | - | 16,881 |
| | Total | <u>463,615</u> | <u>11,919</u> | <u>475,534</u> |

During the year, total expenditure was £475,533 of which unrestricted expenditure amounted to £217,289 and restricted expenditure amounted to £258,245. Costs are allocated directly to the relevant fund.

Notes forming part of the Financial Statements
for the year ended 31 August 2022 (continued)

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

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

| 8 | Net (Expenditure) / Income for the year is after charging: | 2022 | 2021 |
|---|--|--------|--------|
| | | £ | £ |
| | Depreciation of tangible fixed assets | 19,013 | 13,732 |
| | Accountancy and bookkeeping | 8,739 | 8,556 |
| | Independent examination fee | 3,180 | 2,724 |
| | Operating lease rentals | 30,534 | 25,000 |

| 9 | Analysis of staff costs and key management personnel | 2022 | 2021 |
|---|--|----------------|----------------|
| | | £ | £ |
| | Wages and salaries | 262,044 | 283,217 |
| | Social security costs | 12,128 | 13,505 |
| | Pension costs | 4,605 | 4,968 |
| | | <u>278,777</u> | <u>301,690</u> |

The charity trustees were not paid any other benefits from employment with the charity in the period (2021: £Nil) neither were they reimbursed expenses during the period (2021: £Nil).

The average monthly head count was 21 (2021: 21).

No employees received employee benefits excluding pension contributions over £60,000 (2021: none).

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

Employee benefits of key management personnel of NORCA were £76,474 (2021: £73,699).

Notes forming part of the Financial Statements
for the year ended 31 August 2022 (continued)

10 Tangible fixed assets

| | | Office Equipment | Media equipment & Musical Instruments | Leasehold Improve- ments | Total |
|--|---------------|---------------------|--|--------------------------------|----------------|
| <i>Cost</i> | £ | £ | £ | £ | £ |
| At start of period | 31,795 | 92,954 | 304,644 | 204,896 | 634,289 |
| Additions | - | 85,756 | 3,899 | - | 89,655 |
| Disposals | (2,495) | (264) | - | - | (2,759) |
| At end of period | 29,300 | 178,446 | 308,543 | 204,896 | 721,185 |
| <i>Depreciation</i> | | | | | |
| At start of period | 31,310 | 80,513 | 295,873 | 204,896 | 612,592 |
| Charge for the period | 485 | 11,377 | 7,151 | - | 19,013 |
| On disposal | (2,495) | - | - | - | (2,495) |
| At end of period | 29,300 | 91,890 | 303,024 | 204,896 | 629,110 |
| Net book value at the end of the period | - | 86,556 | 5,519 | - | 92,075 |
| Net book value at the start of the period | 485 | 12,441 | 8,771 | - | 21,697 |

Fixed assets held in restricted Community Construction Fund and included above have a cost of £96,171, accumulated depreciation of £96,171 and net book value of £Nil (2021: £Nil).

| 11 Debtors | 2022 | 2021 |
|--------------------------------|--------------|--------------|
| | £ | £ |
| Trade debtors | 1,000 | 2,272 |
| Prepayments and accrued income | 3,224 | 6,021 |
| | 4,224 | 8,293 |

| 12 Creditors: amounts falling due within one year | 2022 | 2021 |
|---|---------------|---------------|
| | £ | £ |
| Trade creditors | 10,834 | 18,361 |
| Accruals and deferred income | 48,038 | 43,176 |
| | 58,872 | 61,537 |

| 13 Deferred income | 2022 | 2021 |
|-------------------------|---------------|---------------|
| | £ | £ |
| At 1 September 2021 | 35,000 | - |
| Amount deferred in year | 39,000 | 35,000 |
| Amounts released | (35,000) | |
| At 31 August 2022 | 39,000 | 35,000 |

Deferred income relates to the Youth Samba Band and Sistema funding paid in advance.

Notes forming part of the Financial Statements
for the year ended 31 August 2022 (continued)

14 Funds summary

| 2022 | Balance at the start of the period | Income | Expenditure | Transfers between funds | Balance at end of the period |
|---------------------------|---|----------------|--------------------|--|---|
| As restated | | | | | |
| Restricted funds | | | | | |
| Sistema in Norwich | 85,000 | 163,255 | (248,255) | - | - |
| Jubilee Samba Band | - | 9,990 | (9,990) | - | - |
| Total restricted | 85,000 | 173,245 | (258,245) | - | - |
| Designated funds | 100,000 | - | - | - | 100,000 |
| Unrestricted funds | 141,655 | 154,265 | (217,289) | | 78,631 |
| Total unrestricted | 241,655 | 154,265 | (217,289) | - | 178,631 |
| Total funds | 326,655 | 327,510 | (475,534) | - | 178,631 |
| 2021 | Balance at the start of the year | Income | Expenditure | Transfers between funds | Balance at end of the year |
| | As restated | | | | |
| Restricted funds | | | | | |
| Sistema in Norwich | 10,000 | 60,948 | (41,948) | 56,000 | 85,000 |
| Teen Sistema | 10,000 | 46,000 | | (56,000) | - |
| Total restricted | 20,000 | 106,948 | (41,948) | - | 85,000 |
| Designated funds | 100,000 | | | - | 100,000 |
| Unrestricted funds | 126,678 | 442,330 | (427,353) | | 141,655 |
| Total unrestricted | 226,678 | 442,330 | (427,353) | - | 241,655 |
| Total funds | 246,678 | 549,278 | (469,301) | - | 326,655 |

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

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

Jubilee Samba Band - A project to start a new youth samba band for young people in Norwich and Norfolk to mark the queen's platinum jubilee, taking part in a Norfolk's big jubilee celebration and creating some new music to mark the occasion.

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

**Notes forming part of the Financial Statements
for the year ended 31 August 2022 (continued)**

15 Net assets by funds

| 2022 | Unrestricted funds | Restricted funds | Total funds 2022 |
|---|---------------------------|-------------------------|-------------------------|
| Tangible fixed assets | 92,075 | - | 92,075 |
| Debtors | 4,224 | - | 4,224 |
| Cash | 141,204 | - | 141,204 |
| Creditors falling due in less than one year | (58,872) | - | (58,872) |
| | <u>178,631</u> | <u>-</u> | <u>178,631</u> |
| 2021 | Unrestricted funds | Restricted funds | Total funds 2021 |
| Tangible fixed assets | 21,697 | - | 21,697 |
| Debtors | 8,293 | - | 8,293 |
| Cash | 273,202 | 85,000 | 358,202 |
| Creditors falling due in less than one year | (61,537) | - | (61,537) |
| | <u>241,655</u> | <u>85,000</u> | <u>326,655</u> |

16 Prior year adjustment

The prior year adjustment relates to an adjustment of £35,000 in deferred income, reducing income from charitable activities in 2021 from £453,121 to £418,121 as shown in note 3.

17 Pension commitments

The Charity operates one defined contribution pension scheme. The assets of the schemes are held separately from those of the Charity in independently administered funds. The total pension cost charge represents contributions payable by the Charity to the funds and amounted to £4,688 (2021: £4,968). No amounts are outstanding at year end (2021: £Nil).

**Notes forming part of the Financial Statements
for the year ended 31 August 2022 (continued)**

18 Operating lease commitments

At 31 August 2022, Norfolk Community Arts had future minimum lease payments under non-cancellable operating leases as follows:

| Land and buildings | 2022 | restated 2021 |
|---------------------------|---------------|----------------------|
| Expiry date: | £ | £ |
| Under 1 year | 25,000 | 25,000 |
| Between 2 and 5 years | 20,833 | 45,833 |
| After more than 5 years | - | - |
| | <u>45,833</u> | <u>70,833</u> |
| Other | | |
| Expiry date: | 2022 | 2021 |
| | £ | £ |
| Under 1 year | 1,317 | 1,317 |
| Between 2 and 5 years | 1,317 | 2,634 |
| After more than 5 years | - | - |
| | <u>2,634</u> | <u>3,951</u> |

19 Related party transactions

Marcus Patteson who represents key management of Norfolk Community Arts, also runs another organisation called Rabo de Fogueite. Transactions between the two entities took place for the provision of professional artistic services, totalling £11,450 (2021: £7,700) and at the year end the amount due amounted to £850 (2021: £850). The supply of services are aligned with the Charity's objects and are permitted under the Charity's Articles of Association.

No further related party transactions took place in the period (2021: £Nil).

CORPORATE INFORMATION

Norfolk Community Arts Limited

(A company limited by guarantee)

Registered Office

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

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

Trustee Board

Mark Hazell (Chair) (appointed 19 Jul 2022)
Abby Dalgleish
Jacqui Mackay (resigned 21 Sep 2021)
John Packman (appointed 28 Nov 2022)
Karl Jermy
Stephen Morris (resigned 19 April 2023)

Company Secretary

Marcus Patteson

Executive Director

Marcus Patteson

Operations Manager

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

Safeguarding Officers

Cathie Davies
Clare Lovell (Deputy)

Bookkeeper

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

**Accountants and Independent
Examiners**

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

Bankers

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

THANK YOU

**Special thanks to our corporate
supporters and partners:**

Art Angels Publishing
Norwich Business Improvement District
Norwich City Council

Special thanks to our funders:

Arts Council England
Anguish's Educational Foundation
Chivers Trust
Cultural Recovery Fund (DCMS)
Garfield Weston Foundation
King/Cullimore Charitable Trust
Limbourn Trust
Norfolk Community Foundation
Norfolk Music Hub
Norwich Freeman’s Charity
Norwich French Church Charity
Paul Bassham Charitable Trust

**Special thanks to all our partner
schools:**

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

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

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

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

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

*Transforming Lives
Through
Arts Participation
& Engagement*

For more information about our work please visit our website:

norfolkcommunityarts.org.uk