



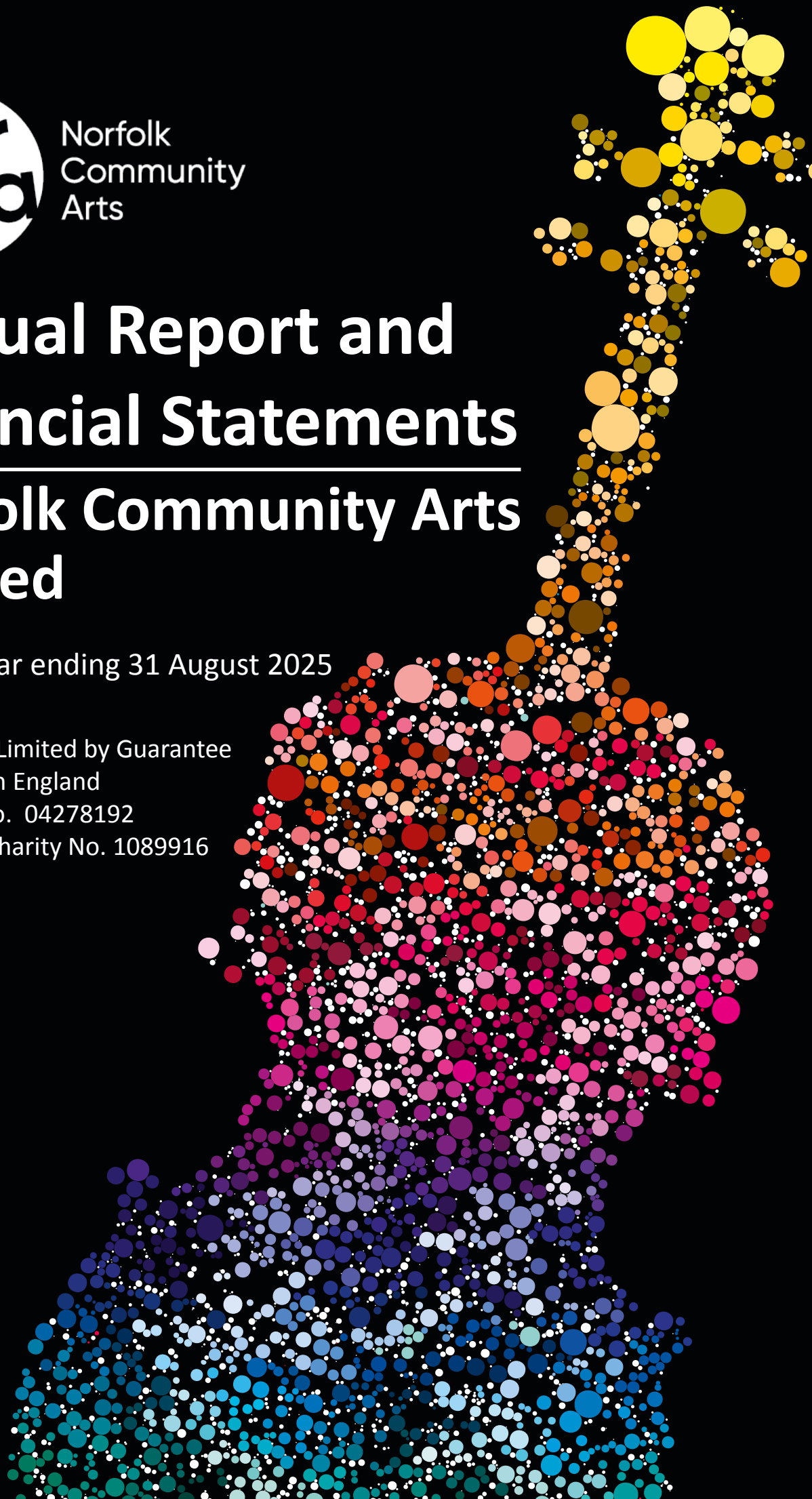
Norfolk
Community
Arts

Annual Report and Financial Statements

Norfolk Community Arts Limited

For the year ending 31 August 2025

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



Trustees Annual Report

(incorporating a director's report)

Contents

Introduction	2
Our mission, vision and values	4
Strategic report	5
Strategic planning & Our approach	5
Strategic aims	6
Focus priorities	7
Strategic view of remit	8
The difference we make	9
The context for our work	10
Achievements and performance in 2024/25	12
Programme delivery 2024/25	14
Impact	16
Plans and objectives for 2025/26	18
Governance, structure and management	20
Financial review	28
Independent examiner's report	29
Financial statements	30
Statement of financial activities	31
Balance sheet	32
Notes to the financial statements	33
Corporate information	44
Thank You's	45



Introduction

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

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

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

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

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



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

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

Norwich Summer Sessions, the free festival of music and street theatre that NORCA delivers for Norwich BID, continues to offer a wonderful platform for enlivening the city centre, both supporting the local economy and providing a platform for local bands and

up-and-coming young musicians. Alongside local favourites such as The Vagaband, Kitewing and 4D Jones, national acts included folk artists, The Carrivick Sisters, all female Afro-Brazilian group, Safrela, and the wonderful Kora playing of Suntou Susso with Ross Grant on violin. We pride ourselves on a programme that has 50% female artists, and covers a wide range of genres. Plans for 2026 are well underway.

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

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

Marcus Patteson
EXECUTIVE DIRECTOR (May 2026)

Photo: Sistema Norwich Brass Students (Insight Media)



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



Our mission, vision and values

Our mission

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

Our vision

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

Our values

Our values are inclusivity, excellence, cooperation and nurture.

Inclusivity

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

Excellence

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

Cooperation

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

Nurture

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



Photo: Sistema Norwich Students (Insight Media)

Strategic Report

Strategic planning

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

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

Our approach

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

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

Strategic aims

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

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

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

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

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

Theory of change

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

Focus priorities

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

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

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

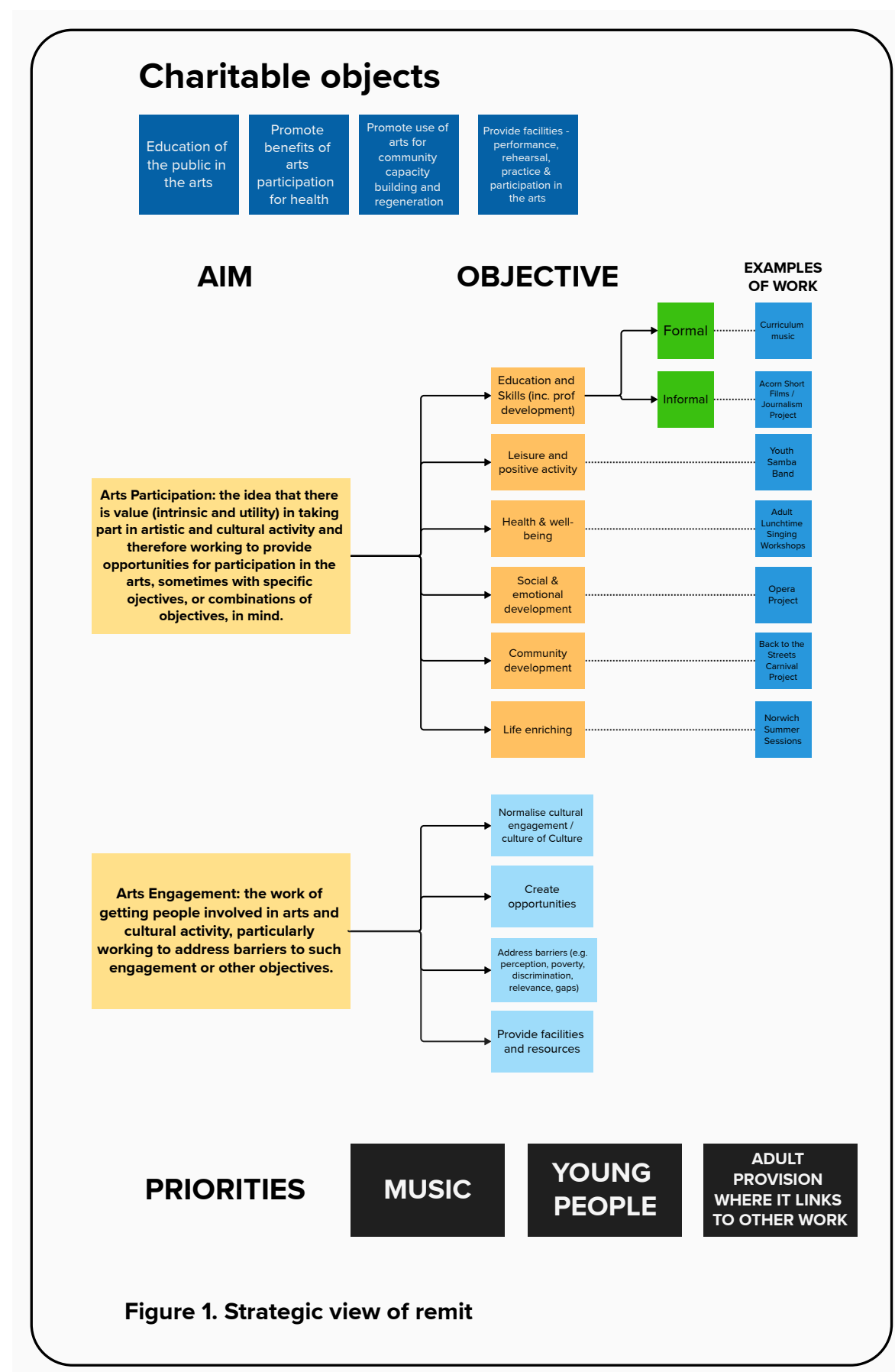
Young people - Our work will focus on young people, 0-24 years.

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

Photo: Sistema Norwich percussion students (Insight Media)



Strategic view of remit



The difference we make

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

Artistic development and lived experience of culture

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

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

Increasing social mobility

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

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

Building resilience and wellbeing

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

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

Creating an environment of arts participation and cultural engagement

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

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

The context for our work

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

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

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

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

Norwich ethnic profile

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

Deprivation and poverty

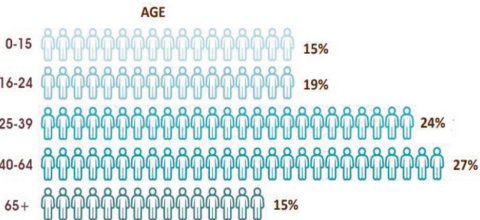
- 20% of the city's LSOAs* are in the most deprived 10% (40% in most deprived 20%) nationally, putting the city as a whole, into the most deprived 16% nationally
- Norwich is in the bottom 10% of areas in the country for social mobility
- 19% of young people in Norwich live in absolute low-income families,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

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

Education and young people

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

Norwich age profile



Health

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

Arts engagement

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

Young people's mental health

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

UNESCO City of Literature / City of Stories

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

Impact of the pandemic:

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

Curriculum music

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

Sistema-inspired programmes

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

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 2023, the creative industries made up about 5% of the UK economy (£126bn) and employed over two million people (7% of UK jobs)
- Music is young people's favourite pastime, with 32% classing it as their favourite activity. 64% consider themselves musical and 90% listen to music every week (with 97% engaging with music in some way in any given week)
- 24% of people do not engage in the arts at all and 15% only engage once a year

Achievements and performance in 2024/25

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

A focus on disadvantage and lack of opportunity

Sistema Norwich

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

Carnival and Outdoor Arts

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

Other

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

To be a high performing organisation

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

An ethos of creativity and culture

Sistema Norwich

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

Curriculum and extra curricular music

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

Carnival and Outdoor Arts

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

Other

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

Partnership and collective action

Sistema Norwich

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

Curriculum Music

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

Carnival and Outdoor Arts

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

Programme Delivery 2024/25

Sistema Norwich orchestral provision

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

Curriculum and extra-curricular music provision

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

Other programme delivery

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

Extension activities

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

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

Key extension activities:

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

Partnership with the Norfolk & Suffolk Music Hub strengthens this, with Sistema provision being part of the progression route for young people looking to engage with orchestral music, whilst we seek to further develop and improve this connectivity.
- Jazz Improvisation Group**
Saturday group set up to offer Sistema children the chance to extend their experience and learn about and play some jazz.

Key extension activities (cont):

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

Significant performance development as part of Sistema is a key area, offering the chance to work with professional musicians and ensembles, and expand the 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**
In the past a number of schools (e.g. Wensum Junior, West Earlham Junior) have engaged in longer-term carnival participation, often through project work in-school leading to taking part in the Norwich Lord Mayor's Procession.

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

Impact

Evaluation and Monitoring

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

Our internal evaluation and monitoring for Sistema Norwich incorporates the evaluation methodology developed by Nucleo, the Sistema-inspired programme based in North Kensington (London), who in turn worked with Soundsense

(a national association for community music) in developing their methodology.

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

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

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



Artistic development and lived experience of culture

Developing proficiency – Building experience – Growing creativity

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

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

Increasing social mobility

Creating opportunity – Raising aspirations – Overcoming barriers

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

Building resilience and wellbeing

Developing confidence – Beating stress – Reducing isolation

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

Creating an environment of arts participation and cultural engagement

Growing audiences – Building communities – Embedding in education

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

Plans and objectives for 2025/26 and progress to date

A focus on disadvantage and lack of opportunity

Sistema Norwich

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

Curriculum Music

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

Carnival and Outdoor Arts

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

Other

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

To be a high performing organisation

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

An ethos of creativity and culture

Sistema Norwich

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

Curriculum music

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

Carnival and Outdoor Arts

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

Other

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

Partnership and collective action

Sistema Norwich

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

Curriculum Music

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

Carnival and Outdoor Arts

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

Other

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

Governance, structure and management

Legal status and objects

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

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

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

Public benefit

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

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

- Advance participation in and appreciation

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

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

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

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



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

Access and opportunity

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

Governance, structure and management

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

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

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

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

Recruitment and appointment of trustees (including any constitutional provisions)

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

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

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

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

Photo: Sistema Trumpet students, (Insight Media)



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

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

Young Trustees

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

Safety and Safeguarding

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

Delegation and sub-groups

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

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



NORCA ORGANISATIONAL STRUCTURE

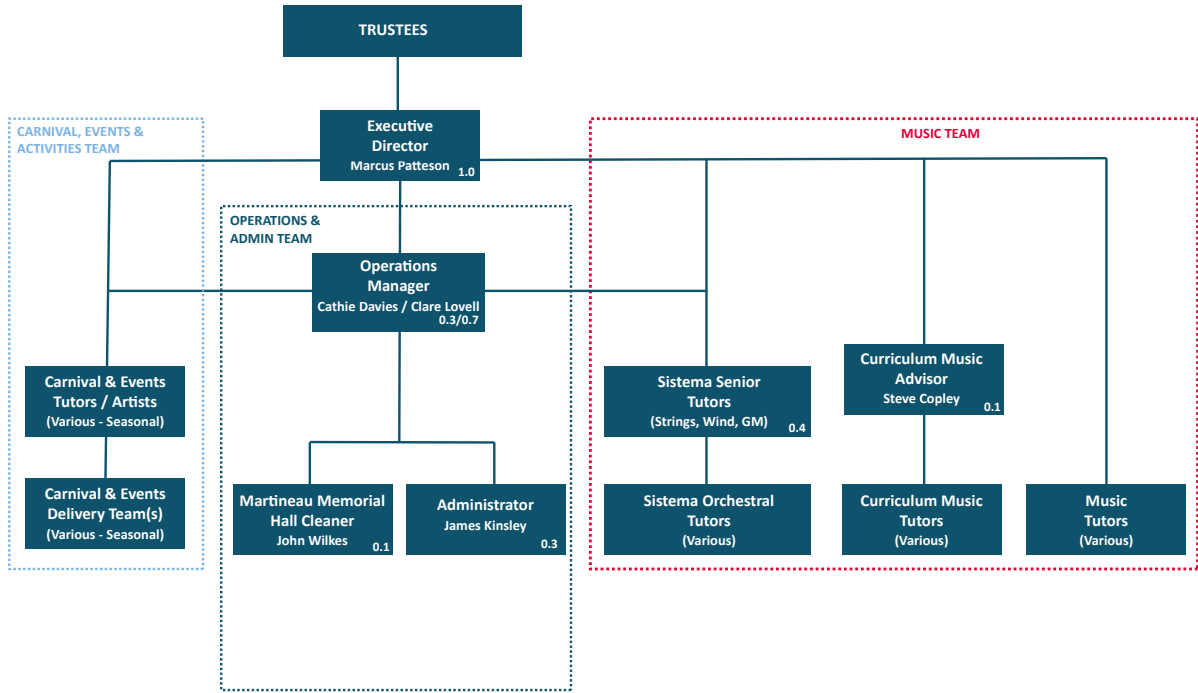


Figure 2: Organisational Structure

Employees

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

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

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

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

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

Volunteers

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

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

Fundraising and supporter engagement

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

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

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

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

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

Photo: Sistema tutor (Insight Media)

General Data Protection Regulation (GDPR)

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

Remuneration

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

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



Related parties and other key partnerships and organisations

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

Related parties

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

Key partner organisations

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

Norwich City Council: The City Council has been a key partner for the whole time that the charity has been in existence, including

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

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

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

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

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

Environmental statement

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

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

Principal risks and uncertainties

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

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

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

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



Risk	Examples of mitigating actions
<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 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	<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 staff development plans support 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: KEY RISKS AND MITIGATING ACTIONS

Financial review

Summary

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

Reserves Policy

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

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

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

Extraordinary use of the reserves

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

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

Provided in each case that:

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

Investment Policy

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

Small Companies Exemption

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



.....
Mark Hazell

Chair of Trustees

Date: 28 May 2026

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

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

Responsibilities and basis of report

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

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

Independent examiner’s statement

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

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

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

that the accounts give a ‘true and fair view’ which is not a matter considered as part of an independent examination; or

4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

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

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



Aaron Widdows ACA FCCA

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

Date: 28 May 2026

Financial statements

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

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

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

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

COMPANY NUMBER: 04278192				
BALANCE SHEET AS AT 31 AUGUST 2025				
		2025		2024
	Note	£		£
Fixed Assets				
Tangible assets	10	55,399		64,134
		55,399		64,134
Current assets				
Debtors	11	4,412	8,343	
Cash at bank and in hand		17,357	-	
		21,769	8,343	
Liabilities				
Creditors: amounts falling due within one year	12	(22,792)	(33,751)	
Net current assets				
		(1,023)	(25,408)	
Total net assets				
		54,376	38,726	
The funds of the charity:				
Restricted funds	13	48,993	7,000	
Unrestricted funds	13	5,383	31,726	
Total funds				
		54,376	38,726	

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

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

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

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

Mark Hazell

Trustee (Chair)



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

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

1 Accounting policies

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

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

a) Basis of preparation

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

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

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

b) Going concern

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

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

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

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

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

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

1 Accounting policies (continued)

b) Going concern (continued)

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

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

c) Fund accounting

Funds held by the Charity are:

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

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

d) Income

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

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

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

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

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

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

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

1 Accounting policies (continued)

d) Income (continued)

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

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

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

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

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

e) Expenditure and irrecoverable VAT

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

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

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

f) Tangible fixed assets

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

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

g) Depreciation

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

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

h) Debtors

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

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

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

1 Accounting policies (continued)

i) Cash at bank and in hand

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

j) Creditors

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

k) Pensions

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

l) Operating leases

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

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

m) Taxation

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

n) Volunteers

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

o) Financial instruments

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

p) Critical accounting estimates

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 2025 (continued)**

2 Income from donations, grants and legacies

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

3 Income from charitable activities

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

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

4	Trading income	Unrestricted	Unrestricted
		2025	2024
		£	£
	Rental Income	9,036	8,575
	Hire of equipment	15	200
		<u>9,051</u>	<u>8,775</u>

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

5	Investment income	Unrestricted	Unrestricted
		2025	2024
		£	£
	Bank Interest Received	<u>1</u>	<u>233</u>

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

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

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

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

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

8	Net (Expenditure) / Income for the year is after charging:	2025	2024
		£	£
	Depreciation of tangible fixed assets	11,798	13,330
	Accountancy and bookkeeping	5,030	4,830
	(Profit)/ loss on disposal of fixed assets	-	(10,852)
	Amounts payable to independent examiner in relation to:		
	Independent examination	5,050	4,550
	Operating lease rentals	<u>34,766</u>	<u>42,694</u>

9	Analysis of staff costs and key management personnel	2025	2024
		£	£
	Wages and salaries	175,193	176,074
	Social security costs	4,524	4,062
	Pension costs	<u>2,427</u>	<u>2,523</u>
		<u>182,144</u>	<u>182,659</u>

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

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

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

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

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

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

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

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

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

12 Creditors: amounts falling due within one year	2025	2024
	£	£
Trade creditors	5,290	6,490
Bank overdraft	-	13,591
Other creditors	941	-
Accruals and deferred income	16,561	13,670
	22,792	33,751

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

13 Funds summary 2025	Balance at the start of the period	Income	Expenditure	Transfers between funds	Balance at end of the period
Restricted funds					
Sistema in Norwich	6,000	200,877	(161,536)	-	45,341
Carnival Group	1,000	8,000	(5,348)	-	3,652
Total restricted	7,000	208,877	(166,884)	-	48,993
Unrestricted funds	31,726	142,681	(169,024)	-	5,383
Total unrestricted	31,726	142,681	(169,024)	-	5,383
Total funds	38,726	351,558	(335,908)	-	54,376
2024 - as restated	Balance at the start of the year	Income	Expenditure	Transfers between funds	Balance at end of the year
Restricted funds					
Sistema in Norwich	5,000	179,413	(178,413)	-	6,000
Carnival Group	-	5,250	(4,250)	-	1,000
Total restricted	5,000	184,663	(182,663)	-	7,000
Designated funds	25,000	-	(25,000)	-	-
Unrestricted funds	17,309	129,500	(115,083)	-	31,726
Total unrestricted	42,309	129,500	(140,083)	-	31,726
Total funds	47,309	314,163	(322,746)	-	38,726

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

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

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

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

14 Net assets by funds

2025	Unrestricted funds	Restricted funds	Total funds 2023
Tangible fixed assets	55,399	-	55,399
Debtors	4,412	-	4,412
Cash	17,357	-	17,357
Creditors falling due in less than one year	(71,785)	48,993	(22,792)
	<u>5,383</u>	<u>48,993</u>	<u>54,376</u>
2024 - as restated	Unrestricted funds	Restricted funds	Total funds 2022
Tangible fixed assets	64,134	-	64,134
Debtors	8,343	-	8,343
Cash	-	-	-
Creditors falling due in less than one year	(40,751)	7,000	(33,751)
	<u>31,726</u>	<u>7,000</u>	<u>38,726</u>

15 Pension commitments

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

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

16 Operating lease commitments

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

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

17 Related party transactions

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

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

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

18 Prior year adjustment

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

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

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

CORPORATE INFORMATION

Norfolk Community Arts Limited
(A company limited by guarantee)

Registered Office

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

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

Trustee Board

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

Company Secretary

Marcus Patteson

Executive Director

Marcus Patteson

Operations Manager

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

Safeguarding Officers

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

Bookkeeper

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

Accountants and Independent Examiners

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

Bankers

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

Photo: Norwich Summer Sessions 2025 (Mary Doggett)



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

THANK YOU

Special thanks to our business supporters, commissioners and partners:

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

Special thanks to our 24/25 funders:

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

Special thanks to our 24/25 partner schools:

Drayton Junior School
Fawcett Primary School

George White Junior School
Mousehold Infant School
Rackheath Primary School
Trumpington Meadows Primary School
West Earlham Junior School
White Woman Lane Junior School

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

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

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

*Transforming Lives
Through
Arts Participation
& Engagement*

For more information about our work please visit our website:

norfolkcommunityarts.org.uk