Prospective Trustees Introduction Pack

The following information is aimed at providing anyone who is considering becoming a Trustee of NORCA & Sistema in Norwich with the information they need to support that decision.

The Trustees of NORCA & Sistema in Norwich shape our vision to change people's lives through arts participation and engagement, and support the charity's growth and development. The Board is responsible for the overall governance and strategic direction of the charity, developing the organisations aims, objectives, and goals in accordance with the governing document, legal and regulatory guidelines.

Please note that Trustee roles are unpaid positions.

Recruitment and appointment process
The recruitment and appointment of new Trustees would normally proceed as follows, though not all steps are needed every time:

- Introductory meeting or discussion with a Trustee and/or Executive Director (including discussion about any key areas or skills they offer as a Trustee)
- Attending an event or some provision to see what NORCA & Sistema in Norwich does and meet some of the staff
- Follow up meeting to discuss any questions, as necessary
- Formal application to be considered for the position of Trustee. This usually takes the form of a letter of interest and an accompanying CV.
- Attending a Trustees meeting as an observer
- There can then be additional follow-up meetings, observation of work or additional observation of Trustee meetings, as needed or wanted to support the decision to become a Trustee.
- There may also be a formal or informal interview as part of the process, either for key roles (e.g. the Chair) or where there is more than one interested person. This will be clarified at the introductory meeting if is has not been done so previously.
- Once confirmed by both parties, the new Trustee is voted in at the next Trustee meeting

New Trustees Information
The following information is provided below:

- Background information on NORCA & Sistema in Norwich
    - What we do
    - A bit of history and track record
    - Organisational structure
    - Current governance
- Terms of reference for a being a Trustee
    - Regularity of meetings
    - Legal responsibility
    - Duties and responsibilities
    - How to apply to be a trustee
- Key information on the charity

Introduction to NORCA & Sistema in Norwich

NORCA & Sistema in Norwich (formerly known as Norwich & Norfolk Community Arts or NORCA) is a community arts charity that was founded in August 2001, with a focus on arts participation and engagement. The organisation specialises in music, carnival and outdoor arts, but has a wider remit of engaging in any arts practice through which it can realise the goal of social impact. It also has a track record of supporting other organisations groups to form and develop.

Our Vision, Mission and Values

[We are currently in the process of renewing our vision, mission and values]
Our vision: Putting arts and culture at the heart of healthy communities
Our mission: We use arts participation and engagement to support people achieve their potential and live more fulfilling lives, particularly those with less opportunity to do so.
Our values: We are creative, supportive, ambitious and trusted.

History

The charity was originally set up, in August 2001, to run Waterloo Park Pavilion as a community arts venue, developing a programme of work alongside the Pavilion to meet the charity's objects of social impact through arts participation and engagement. The challenge of maintaining and running a building, alongside greater success with programme funding, led the Trustees to agree to give up the Pavilion in June 2006 to focus on programme work, with involvement in Learning City SRB, Sure Futures, Acorn Grants, Creative Communities Consortium, and a range of other community focused initiatives, providing funding for activity. At that time the organisation moved to the Phoenix Centre in Mile Cross.

Aside from running Waterloo Park Pavilion, the first seven years were focused on delivering a range of arts activities, through workshops, short courses, after school clubs, in-school activity days, etc., with a large number of these part of projects or larger schemes of work. Examples are given in the track record below.

Up to 2009, our programme focus was carnival development, with a range of activity (including setting up the Norfolk Carnival Network) leading up to significant Arts Council England funded project in the first half of 2009, Back to the Streets. After a 5 year gap, we returned to carnival work with a 2-year programme in 2014/15, and since 2018 that work has been on the increase again through Norwich City Council's ACE funded projects for the Lord Mayor's Procession.

The big change for the organization came in late 2008, with the awarding of an In Harmony Pilot project to Norwich, as part of the UK Government's trialling of a Sistema-inspired programme in England. That programme started in January 2009 and brought significant investment, that allowed relocation to Colegate and the creation of a significant resource of instruments and equipment, as well as enabling us to develop a programme that achieved our social impact goals in a big way, through learning to play a musical instrument and taking part in an orchestra. That pilot continued as Sistema in Norwich from September 2012, with Norwich not selected to go forward as an In Harmony programme, and has grown since then from two primary, to five primary and one secondary location in the city. In 2018, the name of the charity was changed to recognise Sistema and develop a new brand for the organisation.
Running Sistema in Norwich has, over the last 10 years, reduced the organisation's scope for other work because of the demands of the programme on capacity. As noted above, some engagement in carnival has continued and the charity has partnered with Norwich Business Improvement District (Norwich BID), since 2013, on the creation of a new outdoor festival, Head Out Not Home, which the BID funds and we run on their behalf. As staffing capacity for Sistema increases and we are more able to engage in other work, we expect to once again diversity and broaden of our portfolio of work.

Track record
The following summarises the organisation's track record over the last 18 years, representing around £2.5m in grants, £0.5m in gifts and donations and £1.4m in service income.

Music: In Harmony Norwich Pilot (2009 – 2012), Sistema in Norwich (2012 – present), Teen Sistema Pilot (2014-16), Sistema Performance Project (2018-2019).

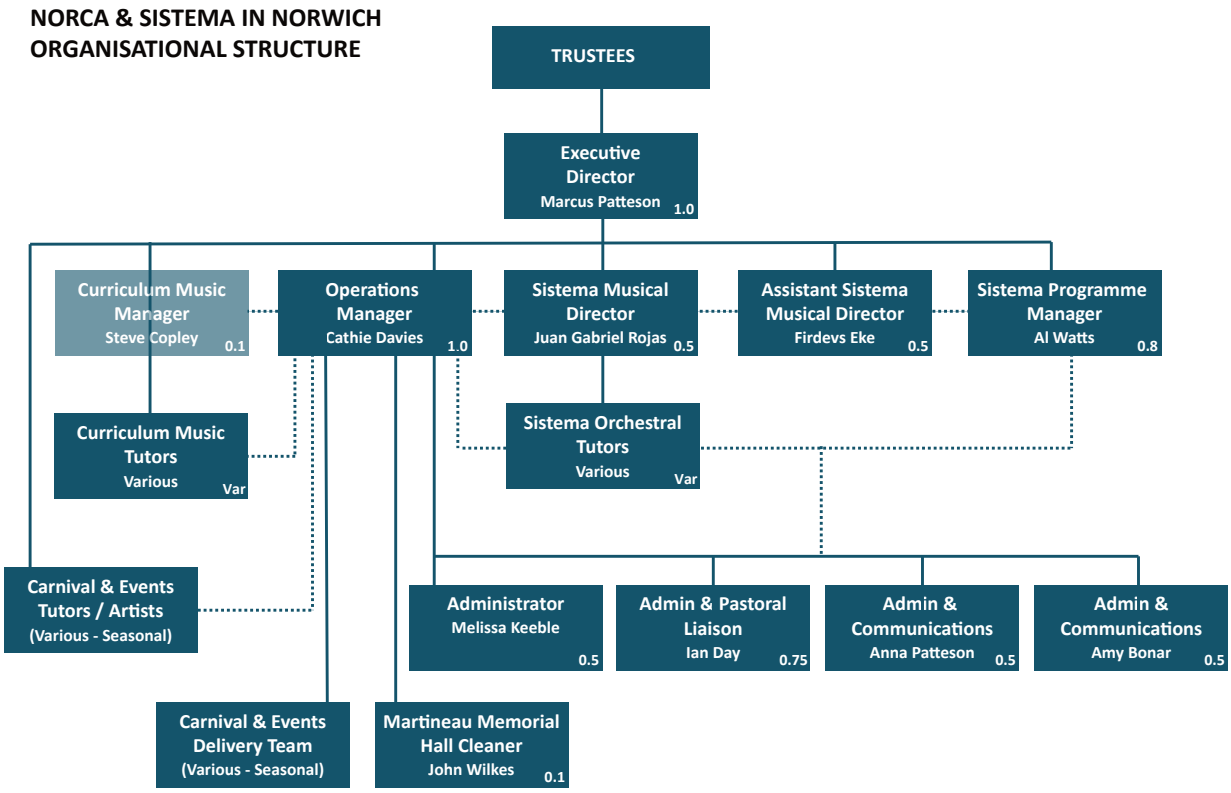
General music: Vocal Explosion (2003), Making Tracks (2004-2006), Singing Squad 1 (2005-2006), Reedham Youth Club (2006), Music Makers (2008-2010), Singing Squad 2 (2006-2008), Write an Opera – Wensum Junior School (2017, 2018).

Carnival: Jump Carnival Seminar (2002), Celestial Carnival (2003), Norfolk Carnival Network (2002-2008), Samba Extravaganza (2008), Monobloco Tour (2008), Back to the Streets (2009), Olympic Torch Project (2012), Carnival Company Project (2014-16), Ulysses Street Show (2017 - present), Circus 250 (2018), The World We Live In (2019).

Skills for life and back to work: Learning City SRB (2002-2004), Acorn Grants Multimedia Project (2002), Acorn Grants Short Films Project (2004), Acorn Grants Journalism Project (2006), Catton Sure Futures (2005-2009).

Other: Interdisciplinary Dance Project (2005), Play Rangers (2008-2011), Head Out Not Home (2013-present).

Organisational Structure
The following diagram shows the current organisational structure:



Governance
NORCA & Sistema in Norwich is a robust, well-governed organisation.

- There are five, active Trustees with a range of skills and experience
- Trustees are carrying out a governance review
- The charity has a comprehensive set of policies and procedures, that are updated annually
- We have robust systems for financial management and control

We have recently carried out an HR review, to bring our contracting and HR policies fully up to date, review our salary scale, and develop our staff appraisal system. We are now in the process of establishing a new staff development plan – 'Our Staff'.

Terms of Reference for being a Trustee

- Trustee meetings are held four times a year
- Sub-group meetings have their own cycle or are held as needed, depending on the group, e.g. finance sub-group meets four times a year in between the main Trustee meetings.
- All Trustees are also Directors of the company, and as such their liability is limited to £1 so long as they carry out due diligence
- During certain periods of the organisation's development additional meetings may be required, including Away Days, and Business Planning and Strategy sessions
- Trustees are also expected to attend a number of social and other events, e.g. Sistema concerts, as they are available, as part of maintaining the visibility of Trustees to staff and volunteers

Key information about the charity record is available by looking at the Charity Commission website:
https://apps.charitycommission.gov.uk/showcharity/registerofcharities/RegisterHomePage.aspx
Our charity no. is 1089916

Duties and Responsibilities
The link below takes you to the Charity Commission's information on being a Trustee: The essential trustee: what you need to know, what you need to do

https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3/the-essential-trustee-what-you-need-to-know-what-you-need-to-do

Applications
To apply for a position as a Trustee, please read the job description (if applicable) and send a letter of interest and a CV to: marcus@norcasistema.org.uk

If you would like an informal chat to find out more about the role, please contact:
Marcus Patteson, Executive Director on 07590 052656 or email: marcus@norcasistema.org.uk, or
Dawn Rees, Trustee on 07846 747728, or email: dawnrees2010@gmail.com

Please refer to our website regarding any deadlines for applications, especially regarding any specific roles advertised.

Key Company Information
NORCA and Sistema in Norwich Limited is 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: http://www.norcasistema.org.uk

Trustee Board
Abby Dalgleish
Dawn Rees (a)
Jacqui Mackay (a)
Karl Jermy (b)
Beryl Blower

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

Company Secretary
Marcus Patteson

Executive Director
Marcus Patteson

Operations Manager
Cathie Davies

Sistema in Norwich Musical Director
Juan Gabriel Rojas

Safeguarding Officers
Cathie Davies, Jacqui Mackay, Ian Day

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.

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