Trustee Introduction and Application Pack

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

The Trustees of NORCA shape our vision to improve 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:

1. Supplying basic information on the charity and the role of Trustee (this pack, annual reports, job description, etc.)
2. Introductory meetings / discussions with the Executive Director, Chair and existing Trustees
3. Attending an event or some provision to see what NORCA does and meet some of the staff
4. Follow up meeting to discuss any questions, as necessary
5. Formal application to be considered for the position of Trustee. This usually takes the form of a letter of interest and an accompanying CV.
6. Attending a Trustees meeting as an observer
7. 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.
8. Formal consideration of the application by the Trustees, which may include a formal or informal interview as part of the process. This might particularly apply where there are more people applying than places on the board.
9. 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
    - What we do
    - 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

Additional information is provided in appendices:

- Key information on the charity
- A summary of the history of the charity
- A job description for the role of Trustee
- A Trustee code of conduct

A copy of the latest Annual Report and Accounts will also be included or is available through the Charity Commission website.

Introduction to NORCA

NORCA is a community arts charity that was founded in August 2001, as an arts participation and engagement organisation. The charity has historically specialised in music, carnival and outdoor arts, whilst having a wider remit of engaging in any arts practice through which it can realise the goal of social impact. However, as part of recent work towards a new Development Strategy for the charity, Trustees have decided to implement three areas of focus to direct the charity's work, to increase coherence and clarity of vision.

- Music
- Young people, 0 to 24 years old
- Adults where it links to other work, e.g. Sistema Norwich parents.

Figure 1 summarises the current strategic remit, including the charity's objects.

The charity has gone by a few names, but rebranded in October 2022, following advice from Creativity Unbound, changing its name to Norfolk Community Arts (NORCA) and returning to being an overarching charity that runs a range of work, with our Sistema-inspired orchestral programme, Sistema Norwich, being one of its main activities.

Our Vision, Mission and Values

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

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

Our values are … inclusion, excellence, cooperation and nurture.

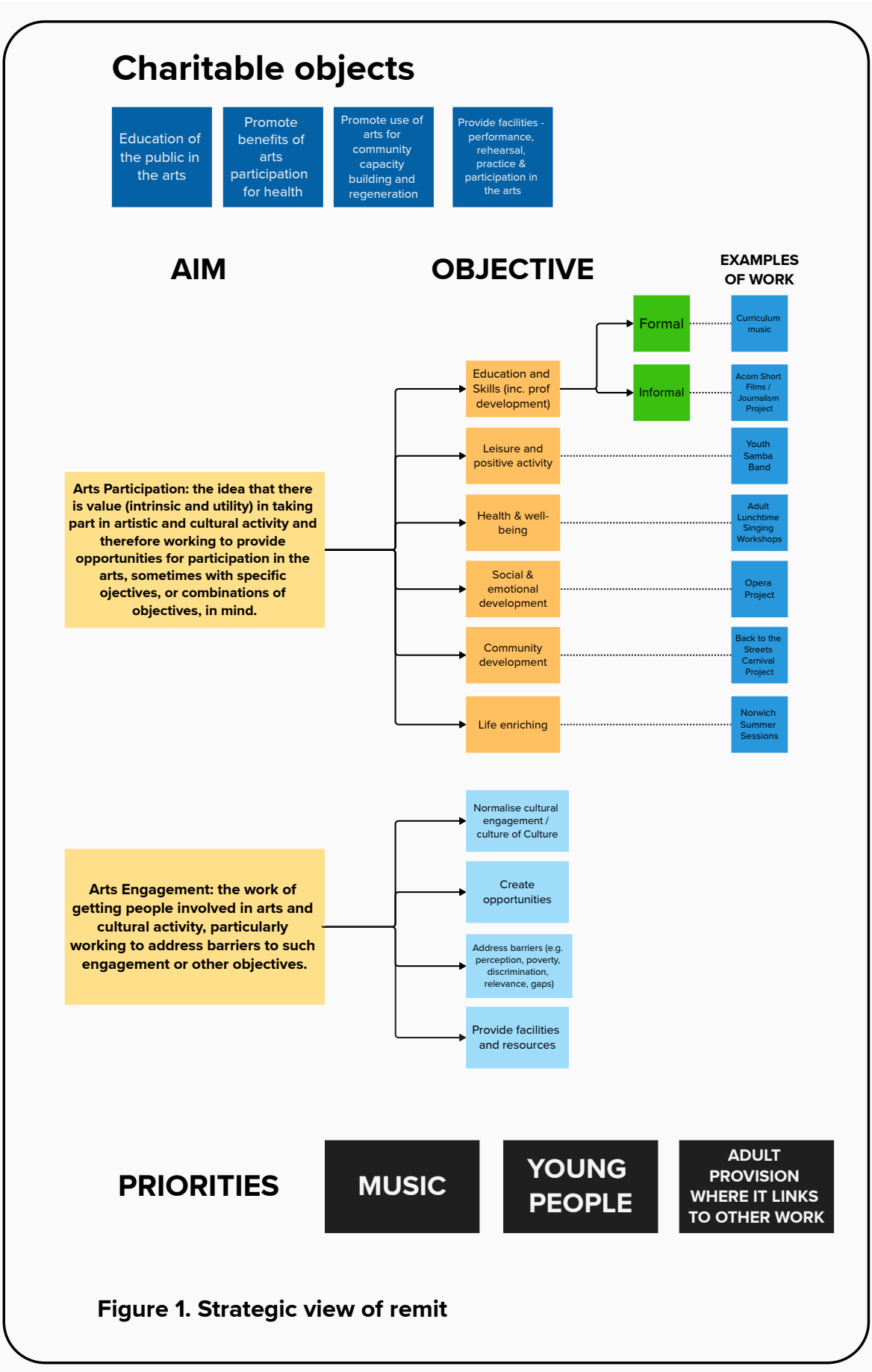
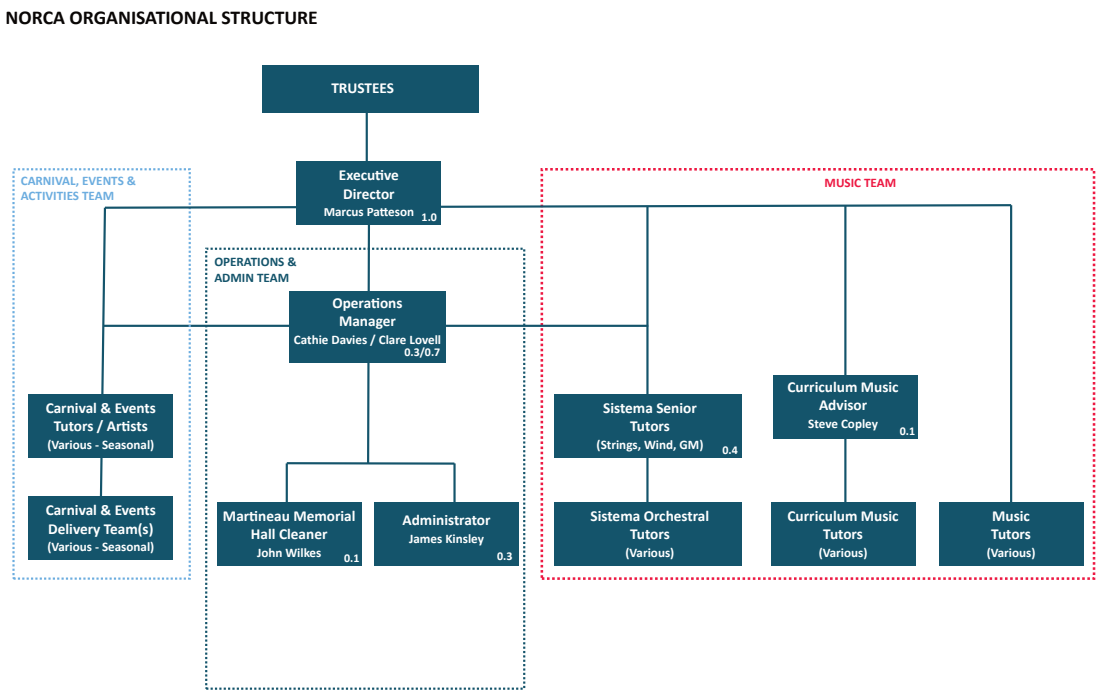


Figure 1. Strategic view of remit

Organisational Structure

The following diagram shows the current organisational structure:



Governance

NORCA is a robust, well-governed organisation.

- There are currently three Trustees, with a range of skills and experience, and one prospective Trustee (who is keen to join when time allows, but advises and contributes where she can in the meantime)
- Trustees aim to review governance on a bi-annual basis.
- The charity has a comprehensive set of policies and procedures, that are updated annually.
- We have robust systems for financial management and control, including two signatories on all expenditure, quarterly finance sub-group meetings, and annual review of systems against Charity Commission's checklist on Internal Financial Controls for Charities (CC8).

Terms of Reference for being a Trustee

Our Expectations of Trustees include

- *Being passionate about our vision and upholding our values*
  We expect Trustees to care passionately about what we do and why we do it, and to support and believe in our four core values.

- *Actively participating in meetings & training*
  We hold 4 board meetings each year, usually every 3 or 4 months, for two hours from 7pm. These meeting usually take place in person at Martineau Memorial Hall, but we do now have the facility for meetings to be online (via Zoom) or

hybrid, with some people taking part remotely. This also enables us to engage Trustees based anywhere in the UK.

Sub-group meetings, if called, take place between full Trustee meetings, e.g. Finance, though these are tending not to run at present due to the small number of Trustees.

We ask Trustees to read and prepare for meetings and to come prepared to challenge, and to join training where feasible.

- *Taking an active interest in our work*
  We ask Trustees to come and see the work and to meet and talk to our delivery staff, our participants and their families.

- *Representing NORCA*
  Under normal circumstances we run lots of concerts and events during the year. We expect Trustees to attend some of these, especially where a Trustee presence will support the charity, e.g. with funders or donors. We may ask Trustees to represent the organisation at events or in meetings, if members of the core staff team are unavailable or a Trustee is a more appropriate spokesperson.

- *Being curious and creative about possible opportunities and new ways of working*
  We welcome Trustees who want to bring their ideas about how we can improve our work or impact, whether it is new areas of work, particular approaches or techniques.

- 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

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

The link below takes you to the Charity Commission's information on being a Trustee.
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
We are happy to discuss becoming a Trustee with anyone interested in joining the board. If you would like an informal chat to find out more about being a Trustee, please contact:
Marcus Patteson, Executive Director on 07590 052656
or email: marcus@norfolkcommunityarts.org.uk

Or Mark Hazell, Chair of Trustees on 07847 882737
or email: mark.hazell7@ntlworld.com

To apply for a position as a Trustee, please send a letter of interest and a CV to:
marcus@norfolkcommunityarts.org.uk

Appendix 1: 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

Mark Hazell
John Packman
Ruth Bullard
Diana Hare

Company Secretary

Marcus Patteson

Executive Director

Marcus Patteson

Operations Manager

Cathie Davies / Clare Lovell

Safeguarding Officers

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

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.

Appendix 2: A History of NORCA

The organisation's track record over the last 20 years represents around £4m in grants, £0.5m in gifts and donations and £1.5m in service income.

- 2001: Norwich & Norfolk Community Arts was set up to run Waterloo Park Pavilion as a community arts venue.
    - Incorporated in Aug 2001 and received charitable status in Dec 2001.
    - Funding to set up the Pavilion Community Arts Centre from Catton SRB (2002)
    - First big carnival project, Celestial Carnival (South Norfolk District Council, 2003), the JUMP 2 carnival seminar and the launch of the Norfolk Carnival Network (2003)
    - Year-round programme of activities and workshops delivered from the Pavilion, along with ongoing community use of the venue.
    - Bryte Sparx installation, Earlham Park (2002)
    - Delivery of a series of music projects: Vocal Explosion (2003), Making Tracks (2004-2006), Singing Squad 1 (2005-2006), Globalbeat seed funding (2005), Reedham Music Project (2006)
    - 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)
    - Youth Theatre Project (2002), Mixed Ability Dance Project (2004/05), Circus Skills Project (2004/05)
- 2006: Moved from Waterloo Park Pavilion to the Phoenix Centre, Milecross.
    - Sure Futures Consortium (2006-2010) – Pre-NEET focused programme of arts opportunities and skills development as part of informal consortium with key local partners.
    - More music projects: Music Makers (2008-2010), Singing Squad 2 (2006-2008), Samba Extravaganza (2008), Monobloco Tour (2008)
    - Play Rangers (2008-2011)
    - Developed Greenstock, a one-day arts festival to highlight climate change, in partnership with the Greengrocers (2007, 2008)
    - Portrait of a Nation Photographic Project (2008/09)
- 2009: Awarded one of three pilot In Harmony programmes, and moved to Martineau Memorial Hall, Colegate.
    - Launch/creation of In Harmony Norwich (2009-2012, DCSF/DfE)
    - Back to the Streets carnival project, 2009 (ACE)
    - Started regular, carnival music nights (2009-2018, 8 events)
    - Lead community partner on Norwich's City of Culture bid (2010)
    - Lead on the development of the Creative Communities Consortium (2010-14)
    - Carnival archive project, in partnership with the UK Centre for Carnival Arts (2011-13)
    - Norwich partner in Carnival Crossroads (2011-2012), the UK Centre for Carnival Arts' Cultural Olympiad project
    - Started delivering curriculum music (2011-present day)
    - Set up new community carnival bloco (adults), Bloco Foguete (2011-2017)
- 2012: In Harmony Norwich became Sistema in Norwich (2 schools, initially)
    - Led Olympic Torch Parade project and Olympic Torch show (2012)
    - Christmas tree trail with Norwich BID (2012)
    - Grew Sistema in Norwich from 2 to 5 schools over 3 years
    - Visit to Venezuela to observe El Sistema (2013)
    - Piloted Head Out Not Home festival with Norwich BID (one of three stages, 2013)
    - Partner in inaugural Young Norfolk Arts Festival (2013-present)

- 2014: Took on running and developing the Head Out Not Home festival, in partnership with Norwich BID (2014-present), growing to 5 stages.
    - 2-year carnival development project, the Carnival Company Project (2014-2016, ACE)
    - Voodoo Hoodoo Halloween parades (2014, 2015)
    - Piloting of Teen Sistema and Peer Leader project (VDYPF, Cabinet Office)
    - Sandringham Flower Festival Project and performance to Prince Charles (2014)
    - Visits to Zurich (Superar Suisse) and Zagreb (Sistema Europe meeting) (2014)
    - Christmas tree trail 2 with Norwich BID (2014)
    - Provided arts activities for NORJAM (Scout Jamboree) (2014)
- 2015: Sistema in Norwich was the Norwich Lord Mayor's Charity, raising over £30k via 29 events.
    - Visit to OrKidstra, Ottawa, and presentation to Leading Note Foundation conference, Ottawa (2015)
    - Visit to Salzburg (Sistema Europe Conference)
    - 10 Sistema children each went to Gothenburg and Toronto as part of SMEEC, an exchange project with Canada (EU funded)
    - Sharing Notes project with Sistema England (2015)
    - Carnival inspiration day, in partnership with Norwich City Council (2016)
    - Sistema Europe seminar and skills sharing, Vienna (2016)
    - Home Studio (rural collaboration) music project (2016, 2017) (North Norfolk DC)
    - Wensum Opera Project 1 (2017)
- 2018: Charity changed its name to NORCA & Sistema in Norwich
    - Renewed carnival work with Norwich City Council, Circus 250 Project (2018) and the World We Live In (2019)
    - Wensum Opera Project 2 (2018)
    - Started curriculum music provision in Cambridge (Trumpington Academy)
    - Teen Sistema programme expanded at Colegate (2018)
    - Launch of the Lakenham nucleo as a pilot community nucleo for Sistema delivery (2019)
    - Sistema Performance Project (ACE funded) delivers 14 concerts over 2 years (2018-19)
    - The Great Gathering event, with the Octagon Chapel and New Routes (2019)
    - Janson Legacy supports expansion and development of Sistema in Norwich
- 2020: Pandemic!
    - Sistema in Norwich develops online platform for maintaining engagement
    - Development of online curriculum music offer, both static and live lessons (2020, 2021)
    - Success in getting support via the Cultural Recovery Fund (Rounds 1 & 2, 2020/21)
    - Launch of UK Sistema-inspired programmes network, initially focused on sharing of best practice during the Coronavirus pandemic.
- 2021: New model developed to deliver Sistema in Norwich, working from a single community base (nucleo), with work towards relaunching the programme.
    - Eighth year of HONH
    - Twentieth anniversary of the charity
- 2022: Re-establishing a range of programme work, post-pandemic and changed name to Norfolk Community Arts (NORCA)
    - New Norwich Nucleo for Sistema set up and opens April 2022
    - Jubilee Youth Samba Band set up (Arts Council England Jubilee Fund)
    - Renewed carnival work with Norwich City Council and founded the Norfolk Carnival Collective
    - Ninth year of HONH

- 2023-present: Sistema programme rebranded as Sistema Norwich and post-Covid period of restructuring and refocusing the charity.
    - New (reduced scale) model for Sistema Norwich delivery, including restructuring the team and partnership with Norfolk & Suffolk Music Hub to deliver. Regrowing participation in Sistema Norwich, with target of 160 children.
    - Head Out Not Home rebranded as Norwich Summer Sessions and NORCA continued to deliver annually (now in 12th year)
    - Youth Samba Band maintained and rebranded (by children), Samba Bamba
    - Reduced core staffing (Sep 23), to manage the financial position, with slight increase year on year.
    - New strategy and development plan for the charity implemented in April 2025

Appendix 3: Job Description for role of Trustee

1. Background

Salary: This is an unpaid position, though Trustees can claim reasonable expenses, e.g. for travel to meetings, etc.
Hours: Four meetings a year, one of which is the AGM, along with any sub-group meetings or sessions arranged to cover specific issues, e.g. business planning
Location: Martineau Memorial Hall, 21 Colegate, Norwich NR3 1BN

NORCA is dedicated to improving lives and communities through arts and culture. Our vision is to create a world where arts and culture are part of everyone's lives, and the people and communities we work with can live creative, healthy lives and fulfil their potential, regardless of background. We achieve this by using music and the creative arts to build resilience with deprived and vulnerable communities. In a normal year we work directly with over 2,000 people and reach over 40,000 through our activities.

2. Who are the charity's Trustees

The Charities Act 1993 defines charity Trustees as those responsible under the charity's governing document for controlling the administration and management of the charity. This is the case regardless of the terminology used to describe the role. For NORCA the charity Trustees are the board of directors, known as the Trustee board. The Trustee board comprises:

- the chair
- the treasurer
- up to five more Trustees

3. The role of the board of Trustees

At its simplest, the role of the Trustee board is to receive assets from donors, safeguard them and apply them to the charitable purposes of NORCA. The Trustee board must always act in the best interests of NORCA, exercising the same standard of duty of care that a prudent person would apply if looking after the affairs of someone for whom they have responsibility. The Trustee board must act as a group and not as individuals.

4. Duties of a Trustee board member

The duties of a Trustee board member are to:

- To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations
- To ensure that the organisation pursues its objects as defined in its governing document
- To ensure the organisation uses its resources exclusively in pursuance of its objects: the charity must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are
- To contribute actively to the board of Trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the organisation.

- To ensure the effective and efficient administration of the organisation
- To ensure the financial stability of the organisation
- To protect and manage the property of the charity and to ensure the proper investment of the charity's funds (as appropriate)

In addition to the above statutory duties, each Trustee should use any specific skills, knowledge or experience they have to help the board of Trustees reach sound decisions. This may involve:

- Scrutinising board papers
- Leading discussions
- Identifying and focusing on key issues
- Providing advice and guidance on new initiatives
- Other issues in which the Trustee has special expertise
- Participating in working groups outside of Board meetings
- Arbitrating on certain matters, e.g. final arbitration on staff grievance or disciplinary matters

5. Tenure

There is a 3-year tenure for Trustees. This is intended to frame the commitment to the charity, rather than having an open-ended engagement, offering a clear period of time that the Trustee is committing to, but with the idea that any Trustee wanting (or happy to) continue, can apply to extend their tenure for an additional period, or periods, of time (under review).

6. Minimum time commitment

Trustees are expected to attend any sessions or meetings under the induction process, prior to their first board meeting. Trustees are expected to attend all board meetings and the annual away day. Board meetings are held four times a year during normal office hours. One meeting each year is allotted to be the AGM. Meetings last approximately two hours and are usually at NORCA's offices in Norwich or via Zoom.

- Papers are distributed two weeks in advance of meetings.
- Trustees may be asked to join one of three sub-groups, each of which meets twice per year. Depending on Trustee capacity, the needs of the organisation and these areas of work, sub-group regularly may be increased or suspended (as of Sep 2021, only the Finance sub-group is meeting).
- The annual strategic and business planning away day takes place with members of the SMT and any other staff, volunteers or consultants the board want to invite. It takes place once per year and is an opportunity to review and renew the strategic aims and objectives of the charity, ensure the business plan meets the needs of the organisation.
- From time to time, additional 'bitesized' sessions may be organised to address particular areas of interest, concern or operation. These are usually held on Zoom and are a maximum of an hour long.
- Trustees can claim out of pocket expenses incurred in travelling to meetings.

7. Person specification

Each Trustee must have:

- a commitment to the mission of NORCA
- a willingness to meet the minimum time requirement

- integrity
- strategic vision
- good, independent judgement
- an ability to think creatively
- a willingness to speak their mind
- an understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship
- an ability to work effectively as a member of a team and to take decisions for the good of NORCA.
- Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

The board of Trustees collectively needs skills and experience in the following areas:

- financial management, income generation and enterprise
- public policy and public affairs
- national and local voluntary sector
- national and local government and statutory bodies
- digital strategy
- trading subsidiaries and social enterprise
- human resource management
- volunteering management and brokerage
- funding/foundations
- collaborative partnerships
- social investment and impact

Appendix 4: Code of conduct for Trustees

It is the responsibility of Trustees to:

- Act within the governing document and the law – being aware of the contents of the organisation's governing document and the law as it applies to NORCA.
- Act in the best interest of NORCA as a whole – considering what is best for the organisation and its beneficiaries and avoiding bringing NORCA into disrepute.
- Manage conflicts of interest effectively – registering, declaring and resolving conflicts of interest. Not gaining materially or financially unless specifically authorised to do so.
- Respect confidentiality – understanding what confidentiality means in practice for NORCA, its board and the individuals involved with it.
- Have a sound and up-to-date knowledge of NORCA and its environment – understanding how NORCA works and the environment within which it operates.
- Attend meetings and other appointments or give apologies – considering other ways of engaging with the organisation if regularly unable to attend Trustee meetings.
- Prepare fully for meetings and all work for NORCA – reading papers, querying anything you don't understand and thinking through issues in good time before meetings.
- Actively engage in discussion, debate and voting in meetings – contributing positively, listening carefully, challenging sensitively and avoiding conflict.
- Act jointly and accept a majority decision – making decisions collectively, standing by them and not acting individually unless specifically authorised to do so.
- Work considerately and respectfully with all – respecting diversity, different roles and boundaries, and avoiding giving offence.

Trustees are expected to honour the content and spirit of this code.

Signed . . . . . .

Name . . . . . .

Date . . . . . .