

# norfolk music works

## Annual Report 2003-2004

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# norfolk music works

Registered charity number 803279  
Company limited by guarantee number 2482471

Norfolk Music Works (NMW) mission is to extend and deliver access to music making and the arts for the people of Norfolk in the belief that expression through the arts is vital both individually and socially and works to encourage the discovery and growth of people's creative and artistic potential.

## **What Norfolk Music Works Does:**

- ✍ develops, provides and increases access to participatory arts activities.
- ✍ works in all forms and approaches to music making.
- ✍ provides long-term sustainable development of arts opportunities.
- ✍ prioritises its development work to support the identified needs of the community.
- ✍ works across the whole of Norfolk and in bordering districts of Cambridgeshire, Lincolnshire and Suffolk when appropriate.
- ✍ works with peoples regardless of race, gender, sexual orientation, creed, age and/or ability.
- ✍ uses professional artists to provide high-quality experience to participants.
- ✍ monitors its work to ensure good working practices and high quality provision.
- ✍ provides its activities at as low a cost as possible.
- ✍ raises the profile of local arts and culture within the communities in which it works.
- ✍ raises the profile of arts work in the community both regionally and nationally.
- ✍ breaks down barriers to participation where possible, whether real or perceived.
- ✍ develops activities with groups and individuals that respond to the demands of the local community.
- ✍ works with other agencies and organisations to create partnerships that enable arts development.
- ✍ provides new and innovative arts experiences for people when possible.
- ✍ works to provide positive images of different cultures.
- ✍ supports the development of new music and under-represented forms of music through activities and commissions

## Patrons

Professor Nicola LeFanu

Dr Richard Butler

## Board of Directors

(\*left during year; \$joined during year)

Maggie Barwell

Anne Butlin

Colin Jacka

John Macdonald

Neil Woodruff

Vice-Chair

Chair

Company Secretary

## Staff

(\*left during year; \$joined during year)

Mark Fawcett

Matthew Gunn\*

Ema Holman

Derek Paice

James Saunders

Tania Spelacy

Ken Tarling

Jane Wells

Les Chappell\*\$

Equipment Officer/Music Worker

Artistic Director

Programme & Development Manager

Senior Arts Development Worker

Finance Officer

Information Officer

Senior Arts Development Worker

Senior Arts Development Worker

Music Worker

Norfolk Music Works gratefully acknowledges financial support given by the following during the year:

Borough Council of King's Lynn & West Norfolk

Eastern England Arts

North Norfolk District Council

Youth Music

NMW Auditors are Thain Wildbur, King's Lynn

NMW Bankers are Lloyds TSB plc, Fakenham

# Community Partners 2003-2004

Borough Council of King's Lynn & West Norfolk	Litcham High School
Buttercups Playgroup, Middleton	March Festival
Broadland Community Centre	Marshland High School
CITB (National Construction College)	Methwold High School
Cinda Project	Millfleet Social Club
Clackclose Primary School	Necton Little Oaks Playgroup
College of West Anglia	Norfolk Arts in Education Service (NAES)
Community Music East	North Elmham Playgroup
Creative Arts East	North Lynn Discovery Centre
Emneth County Nursery	Northgate High School
Fairstead Community School	Pott Row First School
Fakenham County Infants School	Pott Row Methodist Church
Fakenham Junior School	Pre-School Music Alliance (PRESMA)
Fakenham High School & College	Sandringham & West Newton Primary School
Fenland Arts	St. Edmund's Community Primary School
Flitcham Primary School	St. Martha's Primary School
Gaywood Primary School	Sheringham High School
Girl Guiding Anglia	Springwood High School
Gooderstone Pre-school Group	Stiffkey Village Fete
Grimston County Junior School	Stoke Ferry Community Centre
Hamond's High School	Taverham Hall
Heacham Parish Council	Swaffham MENCAP
Hewett School	Wayland Partnership
Holt Day Services Centre	West Norfolk MENCAP
Holt Primary School	Westfield Infant School, Watton
James Bradfield Primary School	West Walton Primary School
Jepson Village Hall	Wisbech Rose Fair
Keele University	Working Together Group
King's Lynn Corn Exchange	
King's Park Nursery	

# Chairperson's Report

The departure of our Artistic Director, Matthew Gunn, heralded a year of immense change for Norfolk Music Works. During this time, the board and the staff have worked hard to ensure that our community projects continued as planned. Funding to support projects in 2005 has been sought and the new programme will reflect both the strengths of the company and our professional musicians. Pre-school Music, World Music, Singing and Pop Music will form the mainstay of our programme this year. The strong support of two Borough Councils – Kings Lynn and West Norfolk and North Norfolk has been particularly welcome and an indicator of the respect held for our work in the county.

We are delighted to have Ema Holman at the helm managing the programme. The board extends sincere thanks to Ema and to Tania Spelacy for their loyalty and sheer determination in keeping Norfolk Music Works on track. We are grateful to our musicians for their patience, understanding and support during this difficult year.

We would also like to record our thanks to John Peel. He kindly agreed, in the early days of Norfolk Music Works, to act as a 'figurehead' patron and we have been most grateful for his support. Like everyone who knew him and enjoyed his seminal work we were sorry to learn of his sudden death.

As the company moves forward, we have cause for optimism. The board is strong and funding is in situ to support much of the planned 2005 programme. We look forward to workshops with our community groups and sincerely wish everyone connected with the company a successful and happy 2005.

Maggie Barwell  
For the Board of Directors

# General Manager's Report

2004 has been a very busy year for Norfolk Music Works and has heralded many changes for the company.

The organisation said goodbye to several members of staff over the course of the year. December 2003 saw the company's longstanding Artistic Director, Matthew Gunn, leave for a new post as Director at CIMA. Jane Wells, Senior Arts Development Worker also resigned from the company in early 2004 to devote more time to freelance and compositional work. Happily, Jane continues to work for NMW in a freelance capacity on a project-by-project basis. In addition to this, the post of Programme and Development Manager was not filled but covered internally, whilst I took maternity leave from July–February 2004.

Following the departure of the Artistic Director, the Board held two separate rounds of interviews without identifying a suitable replacement. This left the company in January 2004, with two senior members of staff effectively not in post - Artistic Director & The Programme & Development Manager. There was a delay in delegating leadership until the Programme & Development Manager returned from Maternity leave and during this time the failure of an ACEE 'Grants for the Arts' funding application, led to a stalling of both programme initiatives and fundraising, which in turn adversely affected NMW's profile and financial position.

The Board delegated executive responsibility to myself, Ema Holman, in April 2004. We successfully negotiated a cash advance from Youth Music for the Music Life Project (MLP) which alleviated NMW's immediate cash flow issues, allowing NMW to kick-start its programme plans for 2004-05 and in turn enabled us to access further funds (Leader + and Local Authorities) and earned income streams. A revised, streamline cost effective staffing structure was created with revised roles and responsibilities for all staff. Looking to 2005, NMW will create a new business plan to address its future development and implement changes (both structural & financial) to adapt to its new climate.

Fundraising was lower than anticipated, in part due to the Artistic Director's resignation, which led to reduced income generation from charitable trusts and donations in the latter half of the year. However, a successful bid for European funding through Leader + was made for a large-scale Fenland based popular music project– FM. The project initially due to start in January 2004, was re-scheduled for a July start. to ensure maximum participation from local young people and to guarantee full administrative support for the project.

Local authorities, North Norfolk District Council (NNDC) and the Borough Council of West Norfolk (BCKLWN) continue to support the organisation through annual grants.

Large scale funding from Youth Music, through the Music Life Project, is ongoing and the project is currently in the second year of a three-year funding cycle. As these funds account for the largest proportion of our present income, and with no guarantee of further Youth Music funds from 2005, the company must look to its new Business plan and revised structure to secure the future sustainability of the organisation.

In total the company carried out 97 different activities, projects and one-off events during the year, offering 618 sessions. We have worked with over 4750 individuals, creating over 9000 contacts and have gained audiences of over 6000 people through 29 performances. The financial turnover of the company was £113,591.

The 2003 – 2004 artistic programme saw NMW move to a project based operation, due to the difficulties in raising funds for ongoing work rather than new projects. This has meant the company has had to suspend development work in some areas (e.g. Holt, Hoveton, Stoke Ferry, Methwold) however the relationships that have been built in these communities are strong and it is the company's aim to involve target groups from these geographic areas in our future work. Whilst we continue some regular opportunities, as specific funding with partners permits, the company is designing large-scale project structures. These will allow our

community partners, with us, to develop activities leading to performance, recording or other outcomes, based on particular themes or concepts.

Projects may contain creative or skill development elements, aimed at communities or educational groups or generally recruited participants. They will also include continuing professional development, monitoring performance and promotional work and evaluation. These groups may combine to produce outcomes or work separately around similar thematic or genre based stimuli. Projects in communities will be developed in conjunction with local partners and may therefore replace some 'cumulative development' NMW has undertaken in past years.

NMW has been involved in an information distribution project, in collaboration with East England Arts projects First Spark the MAP project working on identifying target groups and possible mechanisms for researching or distributing appropriate materials in particular for young people and mature adults.

The company has researched its database requirements and regularly updates its systems. It has established mechanisms for delivering materials to parish councils/newsletters, to education contacts, and networks for disadvantaged young people, disabled people and older people, as well as the appropriate method and materials to be sent and has established a web presence.

The company provides regular listings of public activity for users and potential users of the community programme and projects. Distribution is to individuals and organisations held on database as well as a promotional tool to new users and clients. The company aims to produce an education pack giving full details of opportunities being offered to schools and colleges.

For the first half of 2003 the company looked ahead to ensure viable provision for music and other arts activities, particular in the fields of contemporary and multicultural arts as well as a more secure base of operations for community development. This was a long term capital fundraising project that was to develop through a temporary building relocation followed by extensive work to raise funds for the design and build of a centre of operations.

A potential space for NMW's Centre for Multicultural Arts Development, and its administrative base, was found in King's Lynn, and architects plans and a viability study ensued. Although the company uses a variety of venues within communities in delivering its projects, much of its equipment and human resource skills are underused. This is partly due to the high transport cost for larger multicultural ensemble equipment. In addition more advanced participants prefer a fixed venue to which they can come and develop their skills. The company is pursuing transportation solutions in order to widen access. There are also potential developments using technology and opportunities for education provision that would need to be created around more permanent venue spaces. This is in addition to the administrative requirements for company operations.

This initiative was spearheaded by NMW's Artistic Director and his departure from the company in December coincided with the landlords need to confirm our move date. Without the resources to convert the premises into the planned temporary office facilities, the impending timescale meant the Board had to take a difficult decision to remain in our current Roydon offices and to research further transportation options for participants.

To this end the company still aims to purchase at least one and preferably two vans to maximise access to some types of music work, which are otherwise less available. Applications will be made to charitable trusts, business support and other relevant statutory funding.

Looking to the future NMW recognises that we face challenges in the next few years, but we face these with the knowledge that we have the support of a pro-active Board, experienced staff, local communities and regular funders. The changes NMW has experienced over the past year have only served to enhance the company's determination to continue with its original goal of "providing quality community and individual development opportunities through participation in music and the arts".

Ema Holman

General Manager – Norfolk Music Works

January 2005

# Highlights of the Programme

## Music Life Project

continuous throughout the year

At the end of the first Music Life Project, supported by Youth Music, the consortium was awarded 3 year funding to develop its music activity further, with young people aged 18 and under in disadvantaged communities across Norfolk. The company is now in the second year of this three year funding programme and recognising that there is no guarantee of further funds from 2005 is developing its exit strategy.

The company is implementing a transition to project based working, and is honing down to key target development locations through the course of the year e.g. Fakenham, King's Lynn, Downham Market, Swaffham & West Walton.

## Sing your Sox off - Preschool activity

continuous throughout the year

The project was designed to extend and develop the early years work carried out by Norfolk Music Works over the last six years. The activities run to date were set up to encourage parents and carers to share music-making experiences with their children and for playgroups, nurseries and reception years in schools to create links and share together music-making experiences.

The groups were set up according to demand in local communities, particularly targeting areas isolated by rurality, serving predominantly rural areas, or in areas of deprivation in urban locations. (Dereham, Downham Market (x 3), Emneth (x 2), St Edmund's (x 2), Fakenham (x 2), Pott Row, King's Lynn (x2), Necton, North Elmham, Stoke Ferry (x 2), Watton (x 2), West Walton, Middleton, Castle Acre, Briston)

The key objectives were:

- ✍ To establish four additional groups in new areas. A maximum of 14 groups was anticipated working with children aged 5 and under. The groups would have regular weekly activities during term-time working with professional musicians.
- ✍ To establish connections where possible between preschool, playgroup, nursery and first school and parents, carers and children that would support ongoing access to music and the arts.
- ✍ To enable individual groups to link up with each other or within larger-scale projects. This included a proposed CD recording project and a large-scale singing day opportunity (requiring additional funding from other sources).

Where demand or interest was shown, groups were established to enable maximum access for children in their local community. In some cases this was not possible to establish and so some financial support was requested from participating groups that were effectively not open to all. Usually though this was due to groups being so large that additional children could not be accommodated.

Groups had up to 36 sessions during the year depending on their local preferences – some groups met weekly, others fortnightly or monthly. Activity sessions consisted of a variable structure of songs, movement, games, stories, rhymes and instrumental playing. Sessions allowed for musical, language, speech and voice development as well as social development.

By the end of the year the project had worked with 21 different groups, two of which had not developed despite all efforts to establish need or interest and positive feedback was obtained from groups for the benefit and potential that existed in the work.

In the latter part of the project (April – July 04) groups were invited to become involved in a recording opportunity. A 'pilot' CD was developed at Christmas into a shared 'greetings' from one group to another. This process worked very well and was extended into a second CD and Songbook entitled 'Sing Your Sox Off'.

During this part of the project a new partnership established with PRESMA (Pre-school Music Alliance), who run pre-school workshops across the region. Their groups worked on songs, which were incorporated, into 'Sing Your Sox Off' and their Group leaders played an important role in the CD editing and production. The songbook itself is a collection of pre-school 'favourites' plus new songs created by the groups themselves. The book included melodies, lyrics and is accompanied with pictures drawn by the children. The publication has been sold onto all groups at cost, with the option sell on copies at a small profit and use the Booklet as a fundraising tool.

The groups enjoyed hearing themselves and other groups on the final CD and during the recording process. There was a sense of connection formed between different groups across a wide area.

Projects with outcomes that are recording related tend to be better for these children (and their parents) as it gives a permanent repeatable listening experience with which they can connect rather than a single event with no legacy.

## **Pott Row Instrument Group**

**Continuous throughout the year**

Ongoing research project being carried out by Keele University in collaboration with NMW as Equipment Providers and Springwood High School as free tuition providers for guitar, recorder and violin group lessons. Pupils at a small first school have the opportunity to learn instruments from entry into the school. The university tracks them in their musical development over several years. The long-term proposal is to expand the project to other cluster schools and include ensemble and vocal options.

This project is looking to show that earlier access to music tuition makes a difference. Researchers from Keele University, which has a reputation for music research, are monitoring the development of the children in music over as many years as possible.

Children can begin learning an instrument in the second term of their reception year. At the age of 4.5 and 5 are still developing their motor control in their hands, fingers and arms and in breathing for recorder playing so that they handle musical instruments. It takes time also for them to develop rhythmic skills. So progress can seem to be slow. As they get older though, they will find it easier to learn the techniques of playing each instrument. What is certain is that important basic skills in music are being absorbed gradually as they learn their instrument.

Those who are progressing well will we hope continue on the same instrument as they move into junior school. The basic knowledge they have gained by learning at infant school should help them to progress quicker as they continue or change to new instruments.

Children have access to their instrument until the end of Year 4, that is, throughout their first school and the first year of junior school. After that students would normally be expected to either purchase their own instrument or borrow from the county service at the usual rates. This is so new children coming into the first school can reuse the instruments.

## **MUSIC FACTORY - Popular Music Development**

**May – June 2003**

The aim of the project was to:

- ✍ To create an environment for supported skills and creative development for young people across Norfolk interested in popular music.
- ✍ To provide an opportunity for performance practice and evaluation through demo recordings.
- ✍ To provide a transition project between continuous activity and project based work from NMW.
- ✍ To encourage future participation in our next project – FM Popular Music Project (Summer 2004)

This Music Factory ran from May to July 2003 and developed out of the companies continuing commitment to popular music development for young people. It brought together popular music band nights from Sheringham, Fakenham, Dereham, Swaffham, Methwold/Stoke Ferry and West Walton kick-starting with four weekly sessions for skill and song development. This was followed by an intensive two-day Band Exchange weekend at Hamond's High School in Swaffham, with groups coming together to devise and rehearse a performance programme. This weekend provided intensive tuition including ensemble skills, technical expertise in sound technology, performance and presentation skills and regular access to professional musicians to guide and instruct young musicians.

"I did some good work with individuals who wanted to develop their voices and with groups who were confident and open enough just to have a go"

Freelance Vocal Tutor at the Band Exchange

"I would like to thank you for all the work Ken Tarling put into running the Music workshops at Hamond's on 12<sup>th</sup> & 13<sup>th</sup> July. All the sessions were a huge success and I was delighted with them".

Head Teacher, Hamond's High School

A final two-day rehearsal and performance completed the project with a fully supported gig night in July 2003 at The North Lynn Discovery Centre. The gig was a great success. Locally established acts Headfirst, Counter Strike, Misunderstood and Propaganda, played alongside first time performers and fledgling bands. NMW created and distributed free of charge, a CD recording of the gig, to enable the bands to promote themselves and help them gain further experience in live performance.

## **Multicultural Arts in Education Project**

**April–July in partnership with Norfolk Arts in Education Service (NAES)**

"I think the steel band is Ace fun"

"The steel Pans are ACE!! They are so loud we can hear them from our mobile. Our Teacher Miss Gutteridge is staying until Christmas! I think she is the best steel pan teacher ever."

Pupils at St Martha's Primary School King's Lynn

This project began in 2002 with the aim of increasing access to the organisation's multicultural instruments and experienced staff, the company linked up with Norfolk Arts in Education Service (NAES) to provide an afternoon per week of either Brazilian samba percussion, African drumming and Caribbean steel pan to three schools: Grimston Junior School, Fairstead Primary School and St. Martha's Primary School. Each activity lasted for ten weeks and rotated to the next school each term. In addition a lunchtime or after-schools club was provided and the company ran its adult sessions in the evenings at the various schools as well.

Using Samba as an example of the project model; sessions were organised so that three or four classes were able to take part either during the school session or during lunchtime or after school. The sessions were progressive and pupils built up performing skills while they learned either a piece consisting of samba batucada rhythms or devised patterns and which they performed in sectional ensemble. Development grew out of working together to play their patterns as a group and in using samba structures of "grooves" and "breaks" to develop a piece for performance and in time were increasingly able to cope with some simple syncopated patterns in their music.

To complement in the in-school work, two after-school Samba workshops were designed, one for newcomers to samba and the other for the King's Lynn Community Samba Band, who have been in existence for a few years. The aim was to encourage new people attending the beginner sessions would be taken on into the community band. Similar models were set up with African Drumming and Steel Pans, linking, to NMW existing community ensemble groups.

The year-long project of specific world music tuition in these schools has been a very positive experience for the pupils and their teachers, without a rigorously applied assessment procedure it is not possible to state what the outcome was in terms of pupils' progress, but in terms of pupil attainment the great majority of pupils, if not all, were certainly reaching expectation in these aspects of performing and listening.

"You are a great Steel pan Teacher – Sarah"  
" We hope you can come back to do Steel pans it is FUN! - Abbie"  
Pupils at Fairstead Primary School, King's Lynn

## **Springwood Multicultural sessions for Cluster Primary Schools**

**November–January 2004**

This series of ensemble education in-school sessions allowed opportunities for Springwood High Cluster schools (Gaywood Primary, Grimston Primary, Flitcham Primary, Fairstead Primary, Sandringham & West Newton Primary) to explore African, Latin American, and Indonesian forms of music making. To complement this provision NMW provided INSET sessions for local teachers and evening taster skill sessions were held for the wider community.

## **Selected other projects & Community activity**

### **Holt Singing Stars & Beat That Beat**

**April – July 2003**

Two of NMW's longstanding North Norfolk groups worked towards a combined culmination performance at the end of the summer term 2003. Each of the groups worked independently on the same project and came together to rehearse before the performance. Holt Singing Stars, an after-school vocal group, have met weekly during term time for several years and have performed regularly to fellow pupils within their school. For this final performance they were joined by NMW's Holt based creative percussion group Beat That Beat. The performance marked the end of our current phase of work within this community, however further activity will be created over the next year as part of NMW's move to project based work.

### **College of West Anglia**

**Continuous throughout the year**

This course provides music theatre modules for the Dance Course at the College of West Anglia. May-June was the final term for Year 2 students and new student intake started in September 2003. Performances for the final group and individual pieces at College recitals took place in the last week in May and at the Corn Exchange on 24<sup>th</sup> and 25<sup>th</sup> June 2003.

### **NMW Community Ensembles**

**April to July 2003**

This project runs from April to July 2003 currently and enables the company to provide evening opportunities to participate in Steel Pan, African and Samba ensembles in West Norfolk.

### **One-off activity**

**Continuous throughout the year**

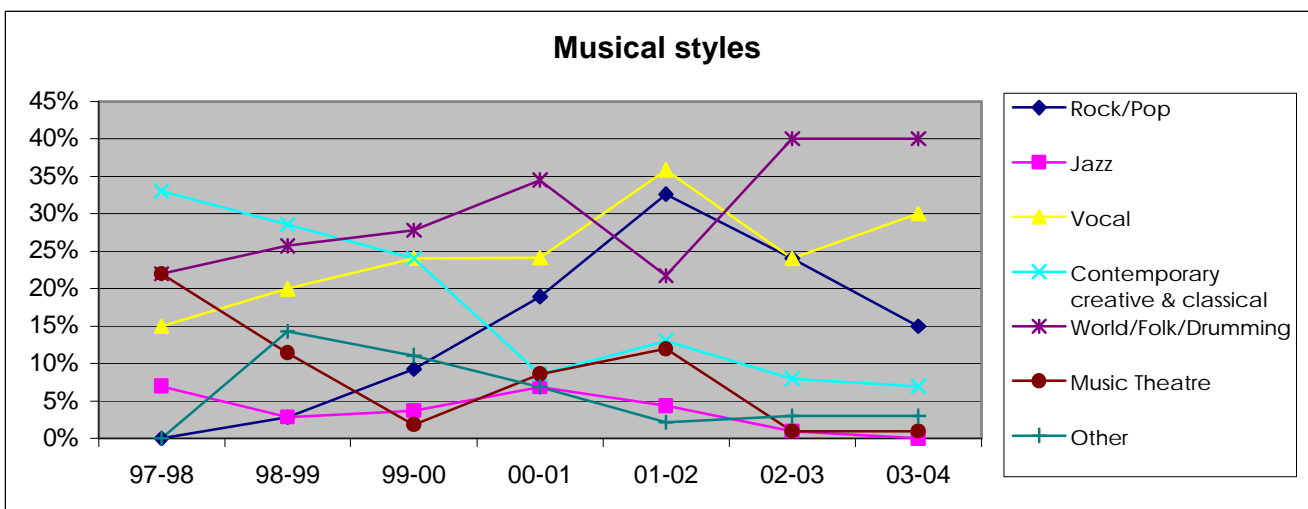
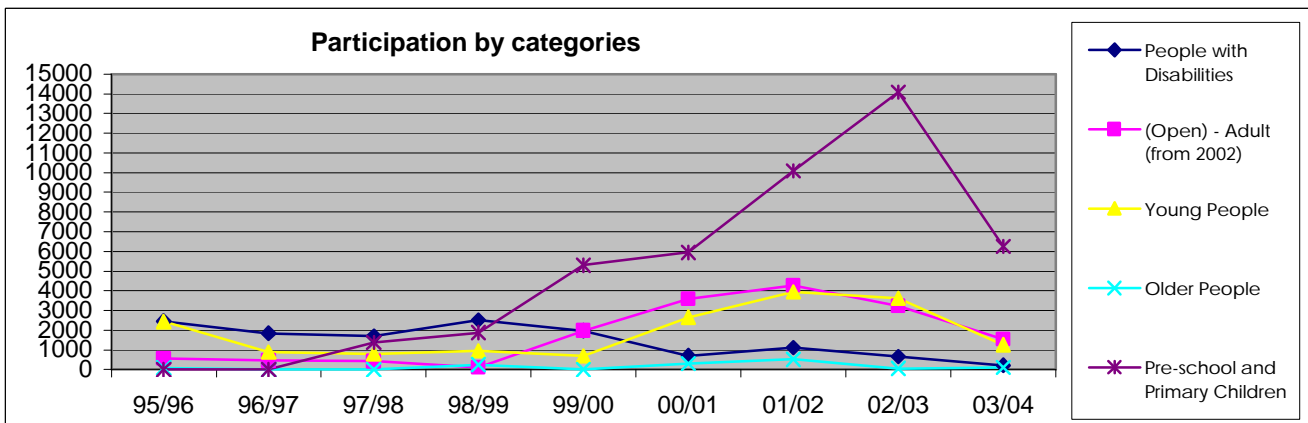
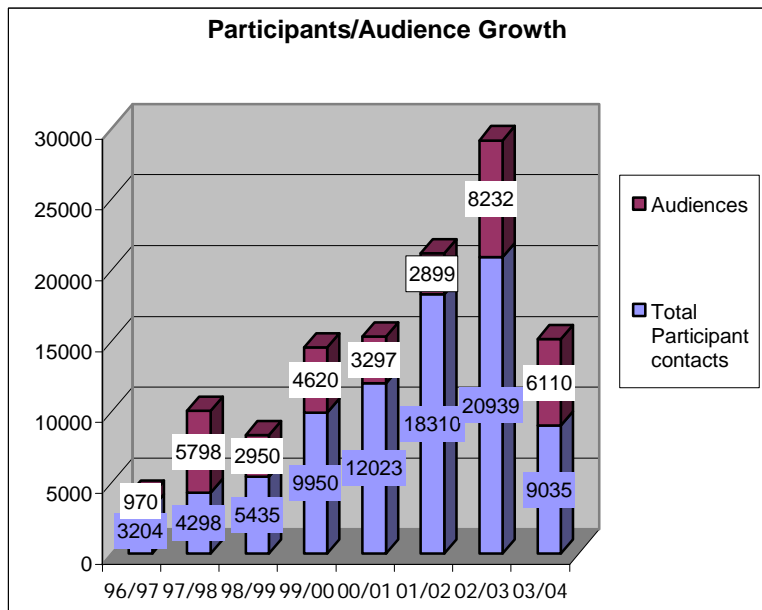
The company didn't plan any one-off activity this year but provided 25 additional events or activities due to requests through out the year. Work included continuing involvement with MENCAP working with people with learning disabilities in both King's Lynn and Swaffham and also performances at the Wisbech Rose Fair, where the Community Samba Band has built up a loyal following. A number of workshops took place for learning festivals or specific clients as well.

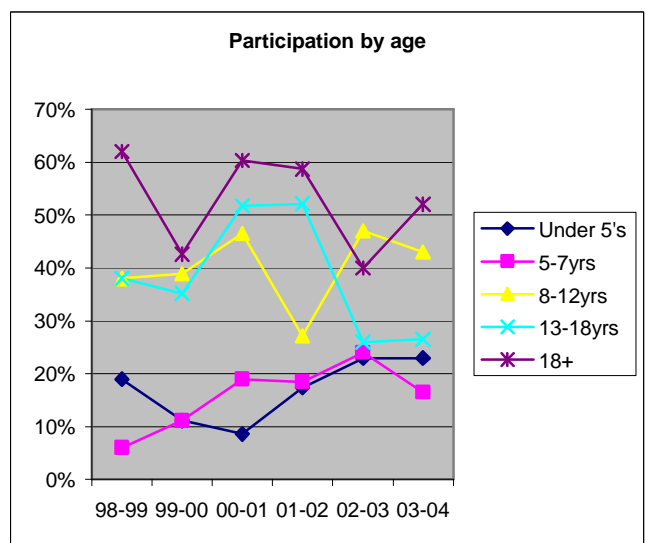
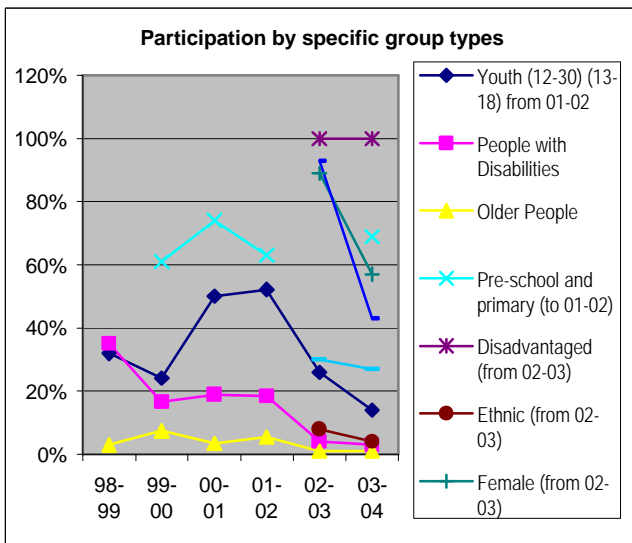
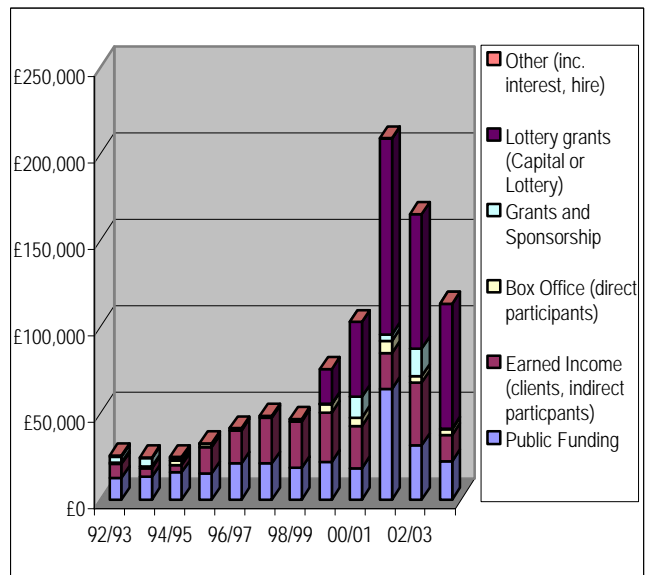
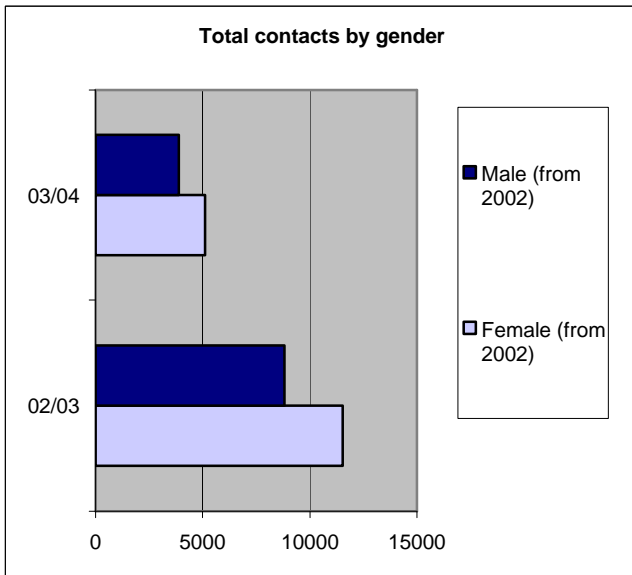
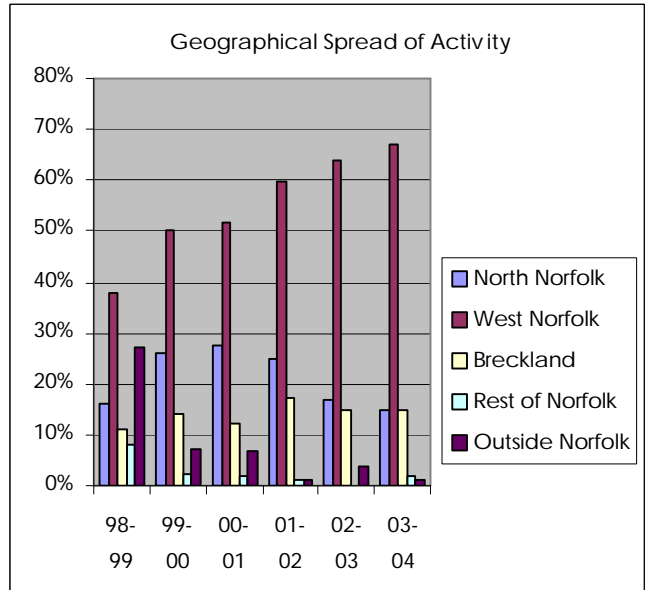
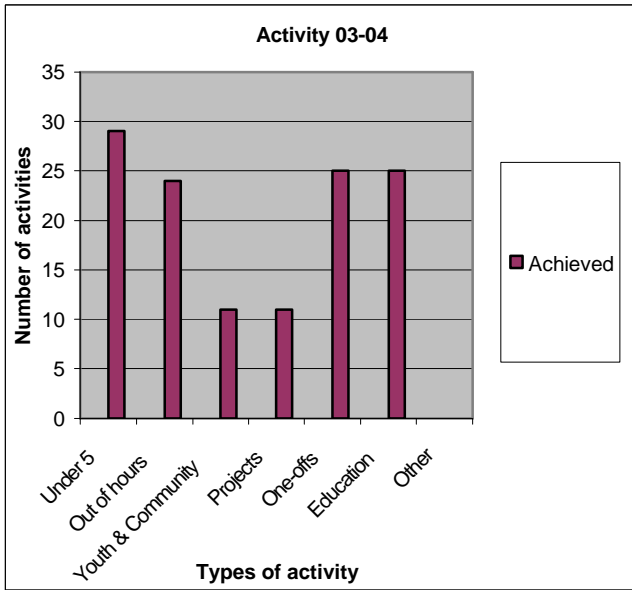
# Statistical Analysis

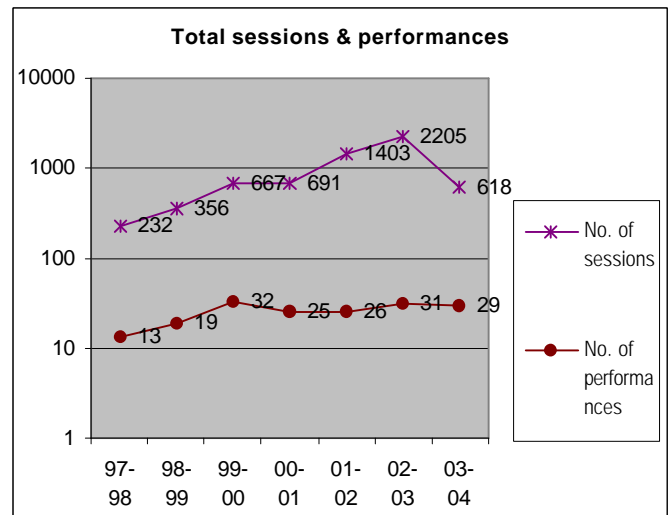
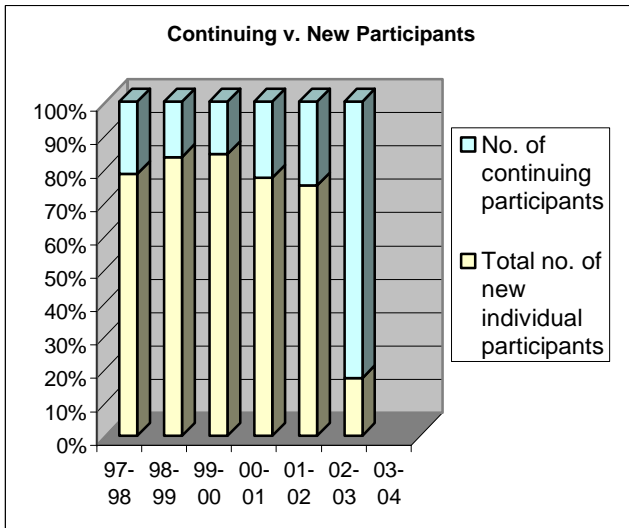
The attached annual statistics include one-off activities that are small scale.

Projects take place during the course of all or part of a year within our core areas but statistics may be skewed by a large number of one-off activities in other locations.

The company also tracks additional participation characteristics as required by some funding bodies. Some aspects of required monitoring such as the numbers of participants from ethnic or disabled groups are harder to monitor.







## Participation and audience statistics

- ✍ 9035 participant contacts were made during the year
- ✍ There were 618 activity sessions worked with a total of 4752 different people.
- ✍ Of these it is estimate that 1290 (27%) were new contacts.
- ✍ 29 performances involved the company in some way with a total audience of 6110
- ✍ Total number of people contacts for the year including audience was 15145
- ✍ Overall Expenditure decreased by £57,766 to £117,995 in line with a decreased income of £40,606

# Norfolk Music Works Limited Accounts

## INCOME & EXPENDITURE ACCOUNT (EXCLUDING PROJECT) FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2004

	2004	2003
	£	£
<b>INCOME</b>		
Public funding bodies, grants	22,213	31,444
Private funding, grants and donations	413	15,973
National Foundation for Youth Music	72,225	66,799
Fees received	15,166	36,209
Box office receipts	3,574	3,756
Interest received	-	16
<b>TOTAL INCOME</b>	113,591	154,197
<b>EXPENDITURE</b>		
<b>Direct Charitable Expenditure</b>		
Salaries and National Insurance – Activity	28,770	63,307
Freelance Fees	1,218	7,029
Production Costs	2,765	18,935
Travel	7,445	11,269
Training	1,319	90
	41,517	100,630
<b>Other Expenditure: Management and administration of charity</b>		
Salaries and National Insurance – Administrative	39,753	43,750
Consultancy	-	297
Recruitment Fees	2,203	-
Postage, Stationary, advertising, photocopying, subscriptions & publicity	2,825	2,996
Rent	3,600	3,300
Repairs and renewals	2,611	1,883
Light and Heat	819	653
Telephone	1,108	1,861
Insurance	2,513	1,300
Sundries	1,133	934
Honorarium	300	-
Bank Charges	64	178
Bank Interest	-	2
Audit	561	380
Depreciation	18,988	17,597
	76,478	75,131
<b>TOTAL EXPENDITURE</b>	117,995	175,761
<b>LOSS FOR THE YEAR</b>	(4,404)	(21,564)