

# LEYLAND BAND

England & Wales - Charity number 1129485

## Details

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**Status** Registered

**Legal form** Other

**Registered** 2009-05-08

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** Leyland Band  
Unit  
14B Boxer Place  
Leyland  
PR26 7QL

**Phone** 07720435387

**Email** [andrewblackledge1@gmail.com](mailto:andrewblackledge1@gmail.com)

**Website** [leylandband.co.uk](http://leylandband.co.uk)

## Activities

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**Objects:** THE BAND SHALL BE CALLED LEYLAND BAND (HEREAFTER REFERRED TO AS 'THE BAND')THE OBJECT OF THE BAND IS TO ADVANCE THE EDUCATION OF THE PUBLIC IN THE UNITED KINGDOM AND THROUGHOUT THE WORLD, IN THE ART AND SCIENCE OF BRITISH BRASS BAND MUSIC THROUGH THE PROVISION OF PUBLIC BAND CONCERTS AND RECITALS AND TRAINING IN BRASS BAND MUSIC.THE BAND IS TO EXIST AS AN UN-INCORPORATED ASSOCIATION REPRESENTING PERSONS WHO HAVE BEEN ADMITTED INTO MEMBERSHIP OF THE BAND. IT IS TO EXIST AS A BRASS BAND WITH THE APPROPRIATE CONVENTIONAL INSTRUMENTATION. THE BAND IS TO REMAIN WITHOUT POLITICAL OR RELIGIOUS AFFILIATION WHILST OPERATING IN ACCORDANCE WITH ALL APPLICABLE, CURRENT ACTS OF PARLIAMENT (EQUAL OPPORTUNITIES, RACE RELATIONS, DISABILITY, HEALTH AND SAFETY, CHARITIES ACT).

**Activities:** Concert performances, competitions and festivals. Community Links made through schools, bands and other charities. Patrons Society gives supporters opportunity to get involved in actively supporting the band attending their own concerts and receiving quarterly newsletters. Supporting the band has become a keen interest for many of our Patrons helping organise concerts and fundraising activities.

## Classification

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- **How:** Provides Services
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

## Geography

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- **Area of benefit:** UNITED KINGDOM AND THROUGHOUT THE WORLD,
- Throughout England And Wales

## Finances

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Period end	Income	Expenditure	Assets	Employees
2025-03-31	£59,155	£49,495	-	-
2024-03-31	£40,495	£55,696	-	-
2023-03-31	£54,547	£54,802	-	-
2022-03-31	£45,162	£32,366	-	-
2021-03-31	£10,168	£7,478	-	-

## Trustees

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Name	Role	Appointed
<b>Daniel Moore</b>	Chair	2024-06-10
Gary Westwood		2024-06-10
andrew blackledge		2022-11-26

**LEYLAND BAND**

England & Wales - Charity number 1129485

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# Accounts

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Charity No 1129485

Report and Accounts of the Trustees of Leyland Band

Year Ending 31<sup>st</sup> March 2025

**Charity Principal Address**

15 Hugh Barn Barn Lane  
New Longton  
Preston  
PR4 6ED

**Trustees**

**Dan moore**

Chairman

**Andrew Blackledge**

Treasurer

**Minute Secretary**

Marianne Garbutt

**Events Secretary**

Gary Westwood

**Independent Examiner**

Eric Rigby

**Type of Organisation**

Association

**Type of Governing Document**

Constitution

**Trustees Report prepared by Andrew Blackledge**

For and on behalf of the Trustees of Leyland Band  
15th January 2025

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Balance Sheet as at 31<sup>st</sup> March 2025

## Introduction

This is the sixteenth Report of the Trustees of Leyland Band. Charitable status continues to develop a disciplined approach to management of the organisation and the Trustees acknowledge this to be a positive outcome of the process. This Report summarises the status, activities, and financial status of the organisation in the reporting year.

## Aims and Objectives

*The object of the band is to advance the education of the public in the United Kingdom and throughout the World, in the art and science of British Brass Band Music through the provision of public band concerts and recitals and training in Brass Band Music*

## Trustees

Trustees of Leyland Band are appointed 'ex officio' (virtue of office) as outlined in the constitution. As members of the committee, Trustees are actively engaged in the normal running of the organisation. In addition to normal management meetings the Trustees meet independently on a regular basis to review the strategic direction of the organisation, monitor cash flow, and approve specific items of expenditure outside normal operational requirements. This is reported at management meetings and appropriate decisions taken considering the experience and advice of the Trustees. This allows the management committee and Trustees to ensure that both short term and long-term objectives and issues are being dealt with to time and cost.

The following Trustees were active during the reporting Period.

<b>Name</b>	<b>Office</b>
Dan Moore	Chairman
Andrew Blackledge	Treasurer
Marriane Garbutt	Minute Secretary
Events Secretary	Gary Westwood

Trustees have been appointed by the committee based on professional experience and added value to the organisation. The Trustees are minded of the need to ensure any new Trustees appointed at AGM are fully aware of their responsibilities.

## Summary of Report Period

### Status

Since the report of 31<sup>st</sup> March 2024, the revitalisation of Leyland Band continues at pace with vigour and renewed vision for sustainable long-term success.

### Musical Direction

FY2024 reported the appointment of a young and vibrant Musical Director, Danny Brookes. With a proven record of developing youth, building musical outfits from bottom up and a long-term vision of encouraging young talent Danny introduced a total of thirteen players to the band. A mix of experience and young aspirants completed the new player line up for the 2024/2025 contest season. Danny has brought vibrancy, fun and a strong work ethic to the band and the commitment and drive to succeed was noted almost immediately. Danny also brought to the table a long-term plan of

success, not just in achieving top ten status in the World Rankings but developing concert formats to appeal to the wider community, plan for succession and develop partnerships with affiliated youth organisations.

## **Achievements**

### **Competitions**

As reported FY2024 the first competition with the new team was the Northwest Area Championships. A very raw team assembled very quickly resulted in fourth place. The band did not qualify for the National Finals with this result but was a great measure of where the band needed to be. The Whit Friday March Contests were next in June 2024. The band had a great run achieving third place overall in the Thameside competition and won a substantial prize fund. The next objective was to ensure staying in the most prestigious contest of all, The British Open Championship. With a previous 17th place, another low aggregate score could mean demotion and an arduous task of requalification it was imperative the band achieved a top ten finish. The revitalised band took to the stage and performed magnificently achieving a ninth place. This was a high enough result to ensure continued participation and further cemented the recovery process and philosophy. The run of good results and confirmation of the plan working was a resounding second place (February 2025) at the Northwest Area Qualifier for The National Brass Band Championships of Great Britain. The band pushed nine-time past winners Foden's band to a very close second to a delighted Leyland Band. The belief in the strategy was achieving set goals.

### **Concerts**

The band continues to maintain its matinee series of concerts four times yearly. This is a great outreach to the community and gives the band an opportunity to play for and meet its many supporters and Patrons.

Other events of note included

Festival of Makings

Concert for RNLI

Preston Playhouse

The provision of a fanfare team for UCLAN degree ceremonies is a major fixture, a significant earner and provides a public platform for many people to enjoy our services. Hopefully this long-term relationship can be maintained.

It was evident that 'traditional' concert bookings were reducing at a significant rate, and it was evident that there was not enough paid work to sustain the organisation. With the renewed vigour of musical direction and playing standard there was a considerable up turn in the committee involvement especially the creative proposals of several members. It was proposed that a screening of 'The Snowman' to live band accompaniment would be staged. Consisting of three houses, thanks to the creative talents of several committee members and Musical Director the band was able to perform three shows to an enthralled audience harnessing commercial realities of online ticketing, promotion and merchandising. It was an enormous success and provided the blueprint for future productions. In March 2025 the band staged its biggest production ever with two screenings with live brass accompaniment of the Ardman Wallace and Gromit classic 'the Wrong Trousers'. The screenings were very profitable raising much needed cash to sustain the band with falling concert revenue. This model will now form a cornerstone as to the future viability and sustainability of the

organisation. Replacing traditional concert revenue with self-generated funds from a totally new 'non brass band' audience is a new and unique concept that will hopefully provide significant revenue streams, allowing the band to continue to be successful, not just on the contest stage but with a whole new self-made audience.

### **CD Recordings**

CD Recordings are a very specialised genre now. The band has managed to record live concerts with a streaming provider and it is suspected that there will be development in this form.

### **World Rankings**

The band continue to hold their position as one of the top twenty-five brass bands in the world (sources – [www.4barsrest.com/rankings](http://www.4barsrest.com/rankings) and [www.brassstats.com](http://www.brassstats.com)). The rankings aim to grade competing brass bands in an aggregate score. This is an enviable position for a self-funded organisation maintaining a proud tradition within the community.

### **Community**

The band continued to have strong links with the community. Brass Attack is an annual event that combines the bands of Lancashire Youth, Lostock Hall High School, Lostock Hall senior and junior band and Leyland Band. The band has also established a partnership with Red Admiral Music Academy that will be the catalyst for many future players of Leyland Band. Once again, the South Ribble Mayors Charity Concert was delivered for no charge in December 2024 to support charity fundraising. Leyland Band continues to support local and national charitable organisations.

### **Patrons and Support**

The band continue to be incredibly grateful to the members of the Patrons scheme who continue to give financial support, attend the Matinee series concerts, play the 100 club and support our activities in the community. The band also acknowledges and thanks Patrons for many donations and gifts throughout the period. Many of these are gift aided adding to the financial benefit. A small support committee of Patrons and helpers continue to contribute to our local organisational needs assisting with ticket sales, refreshments and raffle organisation. A great help to the band.

## **Corporate Governance and Risk Management**

Corporate Governance is the internal procedure that ensures the organisation operates within the boundaries and rules of the constitution and requirements of the Charities Acts. Risk Management is the process of adopting policies that protect the assets and the people of the organisation. Corporate Governance and Risk Management are therefore considered under the same category. The Trustees recognise the need for Corporate Governance to ensure correct appropriation of finance, maintenance of assets and protection of people to maintain a compliant organisation. As part of the management structure the Trustees recognise a responsibility to ensure advice is obtained in each professional field required. The greatest risks to the organisation are financial control, protection of assets and people related issues including Health and Safety and Child Protection.

Financial control is maintained by adopting the constitutional procedures. In addition, all expenditure outside 'normal' operating expenditure requires the consent of the Trustees and

Management Committee. The financial transactions are authorised before commitment and the payment and approval functions are segregated. This provides transparency of commitment, income collected and payments made.

The 'people' issues are equally as important to the organisation. All members undertake a duty of care to act responsibly when travelling, performing, and rehearsing with the band. Leyland Band is involved in educational workshops and therefore each event is risk assessed prior to implementation. Advice is sought from the many CRB cleared teachers within the band. The policy is stated in the constitution of the organisation.

## **Ethics**

The Trustees acknowledge the necessity to always maintain an ethical code of conduct. In our activity this relates mainly to the negotiation of fee related performance and the management of people. The Committee must manage the people aspects of the organisation. In the world at large the Trustees recognise the importance of maintaining credible business relations and professional integrity in all undertakings.

## **Accessibility**

Leyland Band has an open membership and is represented without prejudice of race, gender or sexual orientation. Membership is drawn from the local community, the United Kingdom at large and has included members from Australia, Japan and Switzerland. Young people are encouraged to join the band to aspire to reach their full potential with the North West's premier brass band.

## **Child Protection**

The band continues to admit and develop members under the age of eighteen. This is testament to the ability of brass players as young as fourteen to attain the high standards required. The band is also involved with youth development workshops. The band is fully aware of its obligations to ensure the welfare and protection of minors. The band maintains a child protection policy and takes advice and guidance from the many CRB cleared teachers within the band. Leyland Band is fully signed up to 'Band safe' and has several fully trained and accredited personnel. 'Band Safe' is the scheme championed by BBE ((Brass Bands England) to ensure minors are supervised and not subject to coercive or abusive behaviour. With an emphasis on developing young talent in the future this is the responsibility of all band members to ensure policies and procedures are adhered to.

## **Public Benefit**

The Trustees have re-examined the statement of public benefit and have categorised into the following headings.

### **a) Benefits to playing members**

To attain the standards of competence to perform with a championship section brass band takes dedication, personal practice, and self-development. Membership of Leyland Band may be the culmination of many years of study and the band provides the outlet to perform at the highest level to a wide cross section of audience throughout the United Kingdom and the world at large. The benefits to the individual may be expressed as a vehicle to perform at the highest level, continue development and become a role model for the many hundreds of brass musicians in the lower sections.

**b) Benefits to non-playing members**

Members who cannot commit to the dedication and standard of playing membership are encouraged to be actively involved in the organisation and administration of the band. Non-playing administrative functions include band marketing, library, transport, and CD sales. Non-playing members have a pride in supporting Leyland Band and are integral to the long-term growth of the organisation.

**c) Benefits to supporters and Patrons**

Leyland band enjoys an enthusiastic following of Patrons. Patrons subscribe annually supporting the band. Patrons are spread through a wide geographical area and receive a quarterly newsletter including news and special features such as player profiles. Patrons have their own concert series and obtain discounts on tickets and purchases of CDs. Many Patrons are now actively involved promoting the concerts and organising fundraising activities. The Patrons have become integral to the ongoing success of the organisation providing many retired members with an ongoing interest and focus.

**d) Benefits to the local community**

Leyland Band was formed as Leyland Motors in 1946. Whilst associated with the vehicle works the band enjoyed a high profile within the local community. With the demise of the motor works, Leyland Band had to leave the area to seek support and rehearsal premises. The last few years has seen the band return to the town of Leyland and the Trustees have placed great importance on the establishment of community links and strategic partnerships to encourage development of local brass band talent, mentor youth and provide accessibility opportunities for members of the community who may be restricted due to physical disadvantage.

In the period Leyland Band has successfully: -

- 1) Through the new MD a link has been made to Red Admiral Music Academy. Leyland Band will be actively involved in training the young brass players and many joint ventures are planned to develop the talent of this organisation as a source for future players once progression in standard is obtained.
- 2) The Patrons support committee continues to work alongside the operational committee to support the ongoing objectives. This is made up of Patrons and supporters drawn from the community.

**e) Benefits to the world at large**

Leyland Band performs throughout the country and has previously performed in countries as far away as USA, Korea, and Japan. The language of music has no boundary and our role in this sphere can be summarised as 'entertainment, education and enjoyment'.

## Short Financial Appraisal

### INCOME

	2025	2024	+/-
Turnover	59155	40494	+18660
Concert Fees	34229	17641	+16588
Patrons Activity	11485	12933	-1448
Grants	0	0	0
Gift Aid	5016	4680	+336
Other	<u>8424</u>	<u>5241</u>	<u>+3183</u>
	59154	40495	+18659

<b>Expenditure</b>	49495	55696	-6201
Income Less Expenditure	9659	-15201	+24860
Cash Balance	6947	797	+6150

In conjunction with the revitalisation of the playing aspects of the band the financial position of the organisation was steadied. Turnover was increased by 19k and excess income over expenditure turned around from -15k to +10k in the period. Costs were reduced but this was reflected as not attending the National Championships. Due to a legacy from a Patron the band was able to contribute this to the purchase of a Marimba. The first renewal of musical kit for many years. The turnaround in financial stability is largely due to the vision of certain committee members bringing a new concept of film screening with live brass band accompaniment. The screenings of 'The Snowman' and 'The Wrong Trousers' brought in significant revenue, developed ticketing and marketing concepts and built a new nontraditional brass band audience. This audience base will form the basis for ongoing productions, and it is envisaged this formula will sustain the long-term financial security of the band allowing the profits to be used to fund the more traditional aspects such as competing.

The reporting period is a milestone achievement. Playing standards have been achieved beyond expectations combined with improved financial performance is securing the long term future for generations to come.

## **Reserves Policy**

The organisation has no restricted funds. It is revenue based and must ensure that it operates within the confines of cash generation. Expenditure outside normal operating requirements is identified during the cash cycle and funds raised or allocated appropriately. Considering the improvements in performance and financial security the Trustees will monitor and recommend future minimum cash reserve balances to be maintained.

## **Conclusion and Future Objectives**

The Trustees acknowledge the long-term stability and maintenance of a Championship Brass Band cannot rely solely on the 'traditional' activity of fee generation. This has been recognised in the reporting period and the new approach of encouraging new audiences to new musical experiences will continue to be explored for both musical and financial advantage. Further plans will be announced in relation to the Red Admiral Academy Partnership which will see closer collaboration. FY 2026 sees the band reach a milestone 80<sup>th</sup> anniversary and this will be ideal opportunity to celebrate the success of the local 'champion' town band.



Charity No 1129485

**Income and Expenditure Accounts Year Ending 31st March 2025**

	£	£	£	£
	2025			2024
<b>INCOME</b>				
Concert Fees (Including UCLAN/Recordings)	34229			17,641
Patrons Concerts/Matinee Concerts	7466			8,264
Patrons Subs and Sponsorships	3371			4,670
100 Club	648			485
Prize Money	2340			0
Sponsorship	0			0
Gift Aid	5016			4,680
CD Sales and Merchandise	497			338
Fundraising	0			0
Donations	2858			0
Grants and Matched Funding	1000			0
Interest	0			0
Other Misc Income	264			44
Player Contributions Hotel Open/National	1465			4,373
<b>Total Income</b>		<b>59155</b>		<b>40,495</b>

<b>EXPENDITURE</b>	<b>2025</b>			<b>2024</b>
Vans	2443			1,603
Fees & Registrations (Includes web hosting/development) Licences	3165			1,316
Insurance	822			1,017
Coaches (not Open/Nationals)	695			1,160
Borrowed Players	1298			1,065
Miscellaneous (Bandroom Supplies/Social Media Adverts)	1681			485
Musical Director	9000			9,530
Player Expenses (Includes UCLAN)	6391			6,636
Uniforms & Instrument Repairs	140			1,523
Stationery/Print/Post/Xerox/Engrave	764			587
Bandroom Rent	7566			7,566
100 Club	360			287
CD Costs	0			42
Instruments Music & Accessories (includes AV)	1323			379
Utilities	1016			1,017
Hall Hires & Misc Rehearsal Facilities	3560			3,211
Events (British Open/National Finals Accom and Facilities/Coach)	7092			18,271
Merchandise Stock	0			0
Commissions/Profit Share Payments	2178			
<b>transfers</b>	<b>0</b>			<b>0</b>
<b>Total Expenditure</b>		<b>49495</b>		<b>55,696</b>
<b>Total Income Less Total Expenditure</b>			<b>9660</b>	<b>-15,201</b>



**Charity No 1129485**  
**Balance Sheet as at 31st March 2025**

	£	£	31 March 2025 £	31 March 2024 £
<b>Fixed Assets</b>				
Music			22656	22656
Musical Instruments			10539	7239
			<b>33195</b>	<b>29895</b>
<b>Current Assets</b>				
Bank Current Account	6947			797
Bank Community Account	0			2087
Prepayments	1906			
Accrued Income	2791			
Cash	0			0
<b>Total Current Assets</b>		<b>11644</b>		<b>2884</b>
<b>Current Liabilities</b>				
Creditors	0			0
Loans	0			0
Accruals	2400			0
		<b>2400</b>		<b>0</b>
<b>Net Current Assets</b>			<b>9244</b>	<b>2884</b>
<b>Total Assets</b>			<b>42439</b>	<b>32779</b>

**Represented By**

General Fund b/f	32779	47981	48235
Excess Income Over Expenditure for Year	9660	-15201	-254
	<b>42439</b>	<b>32779</b>	<b>47981</b>

Prepared by Andrew Blackledge  
Date 12 June 2025

Signed

Examined by Eric Rigby  
Date 12 June 2025

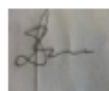
Signed

## Examiners Statement for Year Ending 31<sup>st</sup> March 2025

I have examined the records, procedures and accounts of Leyland Band. I have found no material discrepancies. I have attended committee meetings and AGM and am satisfied that the organisation is compliant with Charity Commission Regulations.

Prepared by  
Date

Andrew Blackledge  
12 June 2025



Signed

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Examined by  
Date

Eric Rigby  
12 June 2025



Signed

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**LEYLAND BAND**

England & Wales - Charity number 1129485

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# Accounts

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Charity No 1129485

Report and Accounts of the Trustees of Leyland Band

Year Ending 31<sup>st</sup> March 2024

**Charity Principal Address**

75 River View  
Tarleton  
PR4 6ED

**Chris Doran**

Chairman

**Andrew Blackledge**

Treasurer

**Jan Doran**

Assistant Treasurer/Patrons Officer

**Independent Examiner**

Eric Rigby

**Type of Organisation**

Association

**Type of Governing Document**

Constitution

**Trustees Report prepared by Andrew Blackledge**

For and on behalf of the Trustees of Leyland Band  
10th January 2025

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## **Report of the Trustees**

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Aims and Objectives  
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Financial Appraisal  
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Conclusion and Future Objectives

## **Appendices**

Income and Expenditure Account for Year Ending 31<sup>st</sup> March 2024  
Balance Sheet as at 31<sup>st</sup> March 2024  
Fixed Asset Schedule as at 31<sup>st</sup> March 2024

## Introduction

This is the fifteenth Report of the Trustees of Leyland Band. Charitable status continues to develop a disciplined approach to management of the organisation and the Trustees acknowledge this to be a positive outcome of the process. This Report summarises the status, activities, and financial status of the organisation in the reporting year.

## Aims and Objectives

***The object of the band is to advance the education of the public in the United Kingdom and throughout the World, in the art and science of British Brass Band Music through the provision of public band concerts and recitals and training in Brass Band Music***

## Trustees

Trustees of Leyland Band are appointed 'ex officio' (virtue of office) as outlined in the constitution. As members of the committee, Trustees are actively engaged in the normal running of the organisation. In addition to normal management meetings the Trustees meet independently on a regular basis to review the strategic direction of the organisation, monitor cash flow, and approve specific items of expenditure outside normal operational requirements. This is reported at management meetings and appropriate decisions taken considering the experience and advice of the Trustees. This allows the management committee and Trustees to ensure that both short term and long-term objectives and issues are being dealt with to time and cost.

The following Trustees were active during the reporting Period.

<b>Name</b>	<b>Office</b>
Chris Doran	Chairman
Andrew Blackledge	Treasurer
Jan Doran	Patrons Officer/Assistant Treasurer

Trustees have been appointed by the committee based on professional experience and added value to the organisation. The Trustees are minded of the need to ensure any new Trustees appointed at AGM are fully aware of their responsibilities.

## Status

Post Covid the band suffered loss of players. International players returned home, and several players retired. The band was still in the British Championships, but the September result posted an unacceptable position. This result could result in disqualification and having to qualify once again. That would be a long and hard struggle due to the arbitrary nature of competition in the lower divisions. The band had no supply of replacement players and attempts at a youth strategy had not borne the outcomes hoped. In December 2023 it was decided to recruit a young and vibrant Musical Director that had already developed a successful youth academy. Unfortunately, through

no fault of the ability our Musical Director of the day was asked to terminate the relationship after eight years of good service. This was by no means a reflection upon his ability but the bands desire to maintain Championship status and have access to young players that would form the rebuild and sustain the long-term future. The Musical Director appointed is the Director of an established Music Academy and has ten-year track.

record with the Elland Road Band organisation in bringing the band from Fourth to Championship section with home grown talent. The band had to act with haste to secure the services of the Musical Director and get access to potential new recruits. At the report date the Musical Director had managed to secure a talented Principal cornet and six other main players. The musical standard, drive and ambition from January 2024 was outstanding and bodes well for the future. The band looks forward to the next chapter with a new mix of youth and older experience and the future is looking bright.

## **Achievements**

### **Concerts**

The bands workload was severely curtailed with the cancellation of several concerts and the unavailability of our usual hall for the matinee series. The series was successfully completed as usual. Other notable performances included.

St Wilfred's Grappenhall  
Prescott Festival  
Armed Forces Day  
Coronation Big Lunch

The provision of a fanfare team for UCLAN degree ceremonies is a major fixture, a significant earner and provides a public platform for many people to enjoy our services. Hopefully this long term relationship can be maintained.

### **Competitions**

The band qualified for the National Brass Band Championship Final in the previous reporting period, February 2024 obtaining fifteenth place. Although an honour to be represented the low placing was also consideration for a change in direction.

The first competition with the new team was the Northwest Area Championships. The band obtained fourth place. Disappointing but encouraging considering wholesale changes to Musical Director and players alike. The main focus will be the British Open Championships in the next reporting period (September 2024) to firmly cement the strategy and directional changes.

### **CD Recordings**

CD recordings are now virtually extinct. The band will be investigating innovative ways of making live performance available for sale.

### **World Rankings**

The band continue to hold their position as one of the top twenty-five brass bands in the world (sources - [www.4barsrest.com/rankings](http://www.4barsrest.com/rankings) and [www.brassstats.com](http://www.brassstats.com)). The rankings aim to grade competing brass bands in an

aggregate score. This is an enviable position for a self-funded organisation maintaining a proud tradition within the community.

### **Musical Direction**

Thomas Wyss was asked to terminate as Musical Director due to the reasons outlined in status update. This was an amicable separation, and we must reiterate it was a decision based on access to future potential players and an alternative direction. Daniel Brooks was appointed in January 2024 with a specific remit to revitalise playing personnel, achieve better contest results, and work with a new committee to revitalise concert performances and future vision.

Professional Musical Director     Daniel Brooks     appointed January 2024

### **Community**

The band continued to have strong links with the community. Brass Attack is an annual event that combines the bands of Lancashire Youth, Lostock Hall High School, Lostock Hall senior and junior band and Leyland Band. The band has also established a working understanding with Red Admiral Music Academy that will be the catalyst for many future players of Leyland Band. Once again, the South Ribble Mayors Charity Concert was delivered for no charge in December 2023. Leyland continues to support local and national charitable organisations.

### **Patrons and Support**

The band continue to be incredibly grateful to the members of the Patrons Scheme who continued to give financial support, attend the Matinee series concert, play the 100 club. The band also acknowledges and thanks Patrons for many donations and gifts throughout the period. Many of these are gift aided adding to the financial benefit.

### **Summary of Report Period**

## **Corporate Governance and Risk Management**

Corporate Governance is the internal procedure that ensures the organisation operates within the boundaries and rules of the constitution and requirements of the Charities Acts. Risk Management is the process of adopting policies that protect the assets and the people of the organisation. Corporate Governance and Risk Management are therefore considered under the same category. The Trustees recognise the need for Corporate Governance to ensure correct appropriation of finance, maintenance of assets and protection of people to maintain a compliant organisation. As part of the management structure the Trustees recognise a responsibility to ensure advice is obtained in each particular professional field required. The greatest risks to the organisation are financial control, protection of assets and people related issues including Health and Safety and Child Protection.

Financial control is maintained by adopting the constitutional procedures. In addition, all expenditure outside 'normal' operating expenditure requires the consent of the Trustees and Management Committee. The financial function is a joint role allowing cross checking and authorisation of each individual role. This provides transparency of income collected and payments made.

The 'people' issues are equally as important to the organisation. All members undertake a duty of care to act responsibly when travelling, performing, and rehearsing with the band. Leyland Band is involved in educational workshops and therefore each event is risk assessed prior to implementation. Advice is sought from the many CRB cleared Teachers within the band. The policy is stated in the constitution of the organisation.

## **Ethics**

The Trustees acknowledge the necessity to always maintain an ethical code of conduct. In our activity this relates mainly to the negotiation of fee related performance and the management of people. The Committee must manage the people aspects of the organisation. In the world at large the Trustees recognise the importance of maintaining credible business relations and professional integrity in all undertakings.

## **Accessibility**

Leyland Band has an open membership and is represented without prejudice of race, gender or sexual orientation. Membership is drawn from the local community, the United Kingdom at large and has included members from Australia, Japan and Switzerland. Young people are encouraged to join the band to aspire to reach their full potential with the North West's premier brass band.

## **Child Protection**

The band continues to admit and develop members under the age of eighteen. This is testament to the ability of brass players as young as fourteen to attain the high standards required. The band is also involved with youth development workshops. The band is fully aware of its obligations to ensure the welfare and protection of minors. The band maintains a child protection policy and takes advice and guidance from the many CRB cleared teachers within the band. Leyland Band is fully signed up to 'Band safe' and has several fully trained and accredited personnel. 'Band Safe' is the scheme championed by BBE ((Brass Bands England) to ensure minors are supervised and not subject to coercive or abusive behaviour. With an emphasis on developing young talent in the future this is the responsibility of all band members to ensure policies and procedures are adhered to.

## **Public Benefit**

The Trustees have re-examined the statement of public benefit and have categorised into the following headings.

### **a) Benefits to playing members**

To attain the standards of competence to perform with a championship section brass band takes dedication, personal practice, and self-development.

Membership of Leyland Band may be the culmination of many years of study and the band provides the outlet to perform at the highest level to a wide cross section of audience throughout the United Kingdom and the world at large. The benefits to the individual may be expressed as a vehicle to perform at the highest level, continue self-development and become a role model for the many hundreds of brass musicians in the lower sections.

### **b) Benefits to non-playing members**

Members who cannot commit to the dedication and standard of playing membership are encouraged to be actively involved in the organisation and administration of the band. Non-playing administrative functions include band marketing, library, transport, and CD sales. Non-playing members have a pride in supporting Leyland Band and are integral to the long-term growth of the organisation.

### **c) Benefits to supporters and Patrons**

Leyland band enjoys an enthusiastic following of Patrons. Patrons subscribe annually supporting the band. Patrons are spread through a wide geographical area and receive a quarterly newsletter including news and special features such as player profiles. Patrons have their own concert series and obtain discounts on tickets and purchases of CDs. Many Patrons are now actively involved promoting the concerts and organising fundraising activities. The Patrons have become integral to the ongoing success of the organisation providing many retired members with an ongoing interest and focus.

### **d) Benefits to the local community**

Leyland Band was formed as Leyland Motors in 1946. Whilst associated with the vehicle works the band enjoyed a high profile within the local community. With the demise of the motor works, Leyland Band had to leave the area to seek support and rehearsal premises. The last few years has seen the band return to the town of Leyland and the Trustees have placed great importance on the establishment of community links and strategic partnerships to encourage development of local brass band talent, mentor youth and provide accessibility opportunities for members of the community who may be restricted due to physical disadvantage.

In the period Leyland Band has successfully: -

- 1) Through the new MD a link has been made to Red Admiral Music Academy. Leyland Band will be actively involved in training the young brass players and many joint ventures are planned to develop the talent of this organisation as a source for future players once progression in standard is obtained.
- 2) The Patrons support committee continues to work alongside the operational committee to support the ongoing objectives. This is made up of Patrons and supporters drawn from the community.

### **e) Benefits to the world at large**

Leyland Band performs throughout the country and has previously performed in countries as far away as USA, Korea, and Japan. The language of music has no boundary and our role in this sphere can be summarised as 'entertainment, education and enjoyment'.

## **Financial Appraisal**

This is the first 'normal' period of activity since year ending 31<sup>st</sup> March 2020 therefore comparisons should be made between the years 2020 and 2023.

The years 2021/2022 were skewed by our enforced breaks and therefore are not a reliable measure.

## INCOME

	2024	2023	+/-
Turnover	40494	54547	-15053
Concert Fees	17641	26613	-8972
Patrons Activity	12933	10172	+2761
Grants	0	9450	-9450
Gift Aid	4679	0	+4679
Other	<u>5241</u>	<u>8312</u>	<u>-4071</u>
	40494	54547	-15053

Paid concert work continues to decline. Due to this reduction in workload cash reserves were used to sustain normal operations. Therefore, the main reliance is on self-promoted concerts, support from Patrons and ad hoc engagements such as UCLAN fanfares and small group work. The continued reduction in turnover cannot be sustained. With the change in Musical Direction new and innovative ways of generating larger scale returns will be developed in line with returning higher value of return. This will be reported in the next period.

## EXPENDITURE

EXPENDITURE	2,024		
Vans	1,602.79		
Fees & Registrations (Includes web hosting/development)	1,316.15		
Insurance	1,017.14		
Coaches	1,160.00		
Borrowed Players	1,065.00		
Miscellaneous (Bandroom supplies/card charges/Social Media Adverts)	484.82		
Musical Directors	9,530.00		
Player Expenses (Includes UCLAN)	6,636.40		
Uniforms & Instrument Repairs	1,523.49		
Stationery/Print/Post/Xerox/Engrave	587.12		
Bandroom Rent	7,566.42		
100 Club	286.50		
CD Costs	41.85		
Music & Accessories	379.32		
Utilities	1,016.75		
Hall Hires & Misc Rehearsal Facilities	3,211.10		
Events (British Open/National Finals Accommodation and Facilities/Coach)	18,271.20		
Merchandise Stock	0.00		
transfers	0.00		
<b>Total Expenditure</b>			<b>55,</b>
<b>Total Income Less Total Expenditure</b>			

**Vans and Travel**

With reduced workload transport costs were lower than previous period.

**Statutory Fees and Insurance**

Increases reflect hardening market

**Musical Director**

Costs remained the same

**Events**

Competing at both the British Open and the National Championships reflected increased travel and accommodation costs

Player Expenses (Includ  
Bandroom Rent  
Musical Directors  
Events (British Open/Nat  
Coaches  
Borrowed Players  
Hall Hires & Misc Rehea  
Vans  
Insurance  
Stationary/Print/Post/Eng  
Utilities  
Miscellaneous  
Fees & Registrations (In  
Instruments & Accessori  
Merchandise Stock  
100 Club  
Uniforms & Instrument R  
CD Costs

**Reserves Policy**

The organisation has no restricted funds. It is revenue based and must ensure that it operates within the confines of cash generation. Expenditure outside normal operating requirements is identified during the cash cycle and funds raised or allocated appropriately. Fortunately, the organisation runs at break even. Players do not get paid other than for legitimate travel expenses. Travel and rehearsal facility costs are a major consideration, and the band can be justifiably proud of maintaining its national position. This is a credit to the dedication of players and back-room staff to continue this proud tradition. One of the biggest challenges in the future will be to try to make provision for worn out instruments and uniforms. Funding streams are being investigated and this is an area that the support group will be able to assist with.

**Conclusion and Future Objectives**

The Trustees acknowledge the long-term stability and maintenance of a Championship Brass Band cannot rely solely on the 'traditional' activity of fee generation. Although this aspect of the band's activity needs to be maintained as much as possible the survival of performance-based organisations will depend on the continual development of partnerships and maximisation of use of resources. Although the band still seeks to obtain sponsorship it is widely acknowledged that this form of funding will cease in the future. In addition, the new Musical Direction should result in innovative ways of bringing our music to new audiences with popular themes and new ways of presentation. The results of this strategy will be reflected and reported in the next reporting period. The Trustees

are confident of developing this approach and look forward to being innovative and forward thinking. Development of community initiatives must remain a prime objective and the new links with Red Admiral Academy will begin to contribute to the long-term success and sustainability of the band. Continued development of internal commercial activity will maximise the potential to ring fence elements of the income stream. From a playing perspective the band must strive to continue to remain in The British Championships, qualify for the National Brass band Championships be ranked in the top twenty in the world rankings. These are objectives for the next reporting period. Educational initiatives will continue to develop and mentoring of local talent will continue to open opportunities of succession planning. The Trustees conclude that whilst obtaining Charitable status places responsibilities on an organisation it opens unforeseen opportunities that will help sustain the organisation for public benefit.



Charity No 1129485

**Income and Expenditure Accounts Year Ending 31st March 2024**

	£	£	£	£	£
	2024			2023	2022
<b>INCOME</b>					
Concert Fees (Including UCLAN/Recordings)	17,641.46			26,613	15,832
Patrons Concerts/Matinee Concerts	8,263.61			5,191	5,757
Patrons Donation	4,670.30			4,981	3,459
100 Club	484.50			626	444
Prize Money	0.00			100	125
Sponsorship	0.00			0	0
Gift Aid	4,679.52			0	3,848
CD Sales	338.38			953	625
Fundraising	0.00			55	0
Donations	0.00			3,666	2,290
Grants	0.00			9,450	12,783
Interest	0.00			0	0
Other Income	43.53			0	0
Player Contributions Hotel Open/National	4,373.42			2,913	0
<b>Total Income</b>		<b>40,494.72</b>		<b>54,547</b>	<b>45,162</b>

<b>EXPENDITURE</b>					
Vans	1,602.79			2,135	895
Fees & Registrations (Includes web hosting/development)	1,316.15			403	476
Insurance	1,017.14			725	750
Coaches	1,160.00			4,531	1,600
Borrowed Players	1,065.00			846	1,227
Miscellaneous (Bandroom supplies/card charges/Social Media Adverts)	484.82			1,820	524
Musical Directors	9,530.00			9,510	5,355
Player Expenses (Includes UCLAN)	6,636.40			9,378	7,118
Uniforms & Instrument Repairs	1,523.49			0	40
Stationery/Print/Post/Xerox/Engrave	587.12			192	666
Bandroom Rent	7,566.42			7,566	7,004
100 Club	286.50			365	120
CD Costs	41.85			0	0
Music & Accessories	379.32			742	271
Utilities	1,016.75			1,153	617
Hall Hires & Misc Rehearsal Facilities	3,211.10			2,438	1,165
Events (British Open/National Finals Accom and Facilities/Coach)	18,271.20			12,980	4,398
Merchandise Stock	0.00			17	140
<b>transfers</b>	0.00			0	
<b>Total Expenditure</b>		<b>55,696.05</b>		<b>54,802</b>	<b>32,366</b>
<b>Total Income Less Total Expenditure</b>			<b>-15,201.33</b>	<b>-254</b>	<b>12,796</b>

**Charity No 1129485**  
**Balance Sheet as at 31st March 2024**

			31 March 2024	31 March 2023
	£	£	£	£
<b>Fixed Assets</b>				
Music			22656	22656
Musical Instruments			7239	7239
			<u>29895</u>	<u>29895</u>
<b>Current Assets</b>				
Bank Current Account	797.27			3449
Bank Community Account	2086.80			14636
Cash	0			0
<b>Total Current Assets</b>		<b>2884</b>		<b>18085</b>
<b>Current Liabilities</b>				
Creditors	0			0
Loans	0			0
Accruals	0			0
		<b>0</b>		<b>0</b>
Net Current Assets			2884	18085
Total Assets			<u>32779</u>	<u>47981</u>
<b>Represented By</b>				
General Fund b/f			47981	48235
Excess Income Over Expenditure for Year			-15201	-254
			<u>32779</u>	<u>47981</u>

<b>Movement on Cash</b>				
Bank b/f			18085	18340
Net Cash Movement			-15201	-254
Closing Bank			<u>2884</u>	<u>18085</u>

Prepared by	Andrew Blackledge			
Date	04 June 2024			
Signed				
Examined by	Eric Rigby			
Date	05 June 2024			
Signed				

**Fixed Asset Schedule as at 31st March 2024**

	<b>bf</b>	<b>Additions</b>	<b>Disposals</b>	<b>Net Additions</b>	<b>cf</b>
<b>Fixed Assets</b>					
Music	22656				22656
Musical Instruments	76239				76239
	98895	0	0	0	<b>98895</b>

**Depreciation Balance b/f**

Music	0				0
Musical Instruments	69000				69000
	29895	0	0	0	29895

**Net Book Value**

Music					22656
Musical Instruments					7239
					<b>29895</b>

**Accounting Policies**

**Revaluation/Depreciation Policy** Revalue periodically and adjust balance sheet/reserves



**Charity No 1129485**  
**Income and Expenditure Accounts Year Ending 31st March 2024**

	£	£	£	£	£
	<b>2024</b>			<b>2023</b>	<b>2022</b>
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<b>Total Income Less Total Expenditure</b>			<b>-15,201.33</b>	<b>-254</b>	<b>12,796</b>



**Charity No 1129485**  
**Balance Sheet as at 31st March 2024**

I have examined the records, procedures and accounts of Leyland Band. I have found no material discrepancies. I have attended committee meetings and AGM and am satisfied that the organisation is compliant with Charity Commission Regulations.

Prepared by  
Date

Andrew Blackledge  
04 June 2024

A small, square, black and white image of a handwritten signature, likely belonging to Andrew Blackledge.

Signed

Examined by  
Date

Eric Rigby  
05 June 2024

A handwritten signature in black ink, reading "Eric Rigby", written over a horizontal line.

Signed

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**LEYLAND BAND**

England & Wales - Charity number 1129485

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# Accounts

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Charity No 1129485

Report and Accounts of the Trustees of Leyland Band

Year Ending 31<sup>st</sup> March 2023

**Charity Principal Address**

75 River View  
Tarleton  
PR4 6ED

**Chris Doran**

Chairman

**Andrew Blackledge**

Treasurer

**Jan Doran**

Assistant Treasurer/Patrons Officer

**Independent Examiner**

Eric Rigby

**Type of Organisation**

Association

**Type of Governing Document**

Constitution

**Trustees Report prepared by Andrew Blackledge**

For and on behalf of the Trustees of Leyland Band  
23rd January 2023

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Corporate Governance and Risk Management

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Reserves Policy

Conclusion and Future Objectives

## **Appendices**

Independent Examiner's Report

Income and Expenditure Account for Year Ending 31<sup>st</sup> March 2023

Balance Sheet as at 31<sup>st</sup> March 2023

Fixed Asset Schedule

## Introduction

This is the fourteenth Report of the Trustees of Leyland Band. Charitable status continues to develop a disciplined approach to management of the organisation and the Trustees acknowledge this to be a positive outcome of the process. This Report summarises the status, activities, and financial status of the organisation in the reporting year.

## Aims and Objectives

*The object of the band is to advance the education of the public in the United Kingdom and throughout the World, in the art and science of British Brass Band Music through the provision of public band concerts and recitals and training in Brass Band Music*

## Trustees

Trustees of Leyland Band are appointed 'ex officio' (virtue of office) as outlined in the constitution. As members of the committee, Trustees are actively engaged in the normal running of the organisation. In addition to normal management meetings the Trustees meet independently on a regular basis to review the strategic direction of the organisation, monitor cash flow and approve specific items of expenditure outside normal operational requirements. This is reported at management meetings and appropriate decisions taken considering the experience and advice of the Trustees. This allows the management committee and Trustees to ensure that both short term and long-term objectives and issues are being dealt with to time and cost.

The following Trustees were active during the reporting Period.

<b>Name</b>	<b>Office</b>
Chris Doran	Chairman
Andrew Blackledge	Treasurer
Jan Doran	Patrons Officer/Assistant Treasurer

Trustees have been appointed by the committee based on professional experience and added value to the organisation. The Trustees are minded of the need to ensure any new Trustees appointed at AGM are fully aware of their responsibilities.

## Status

This financial year the band resumed a full year 'normal' activity post COVID restrictions.

Previous report

'On resumption of activity in September 2021 the band had lost a significant number of players due to reassessment of life values, job changes and the returning of students to home countries. The band needed to recruit c12 players and embark on careful rebuilding following enforced absence. Recruitment was gradual but full complement was reached by beginning of January 2022. This is a credit to the individuals who continued to support the organisation and the concerted effort to recruit players of the necessary calibre. This was done with the objective of being competitive at the Northwest Area Championship in March 2022'.

In the reporting period the band is pleased to report a full complement and a successful year on the contest and concert stage.

## **Achievements**

### **Concerts**

The bands much loved 'Matinee Concert' series was completed in full and enjoyed keen and growing audience. The Patrons Concert was re-established enjoyed by many of the members of the support organisation. There was a long-distance trip to 'Stroud' and other local appearances to fill the calendar. A notable development was the addition of four ten-piece engagements to take music into communities that may have been neglected in the pandemic. This was because of successful funding provided in the previous year by the 'Queens Platinum Jubilee Fund'.

### **Competitions**

The band is happy to report that it was successful in qualifying for the National Finals held at the Royal Albert Hall London for a second successive year. A credit given the rebuilding process after COVID restrictions. In addition the band competed at the British Open Championships in Birmingham in September of reporting PERIOD.

### **CD Recordings**

The band were unable to complete any new CD recordings but made a number of online sales of previous recordings.

### **World Rankings**

The band continue to hold their position as one of the top twenty-five brass bands in the world (sources – [www.4barsrest.com/rankings](http://www.4barsrest.com/rankings) and [www.brassstats.com](http://www.brassstats.com)). The rankings aim to grade competing brass bands in an aggregate score. This is an enviable position for a self-funded organisation maintaining a proud tradition within the community.

### **Musical Direction**

Thomas Wyss continued as Musical Director. The ethos is very much sustainable development focusing on a mix of young talent supported by older more experienced players. Unfortunately our Musical director Emeritus passed away during the period bringing to an end over 60 years association with the Band. This position will now be reconsidered.

Professional Musical Director    Thomas Wyss  
Musical Director Emeritus        Richard Evans    (Deceased May 2022)

### **Community**

The band continued to have strong links with the community and were overwhelmed with the good wishes on commencement of concerts once more.

### **Patrons and Support**

The band continue to be incredibly grateful to the members of the Patrons Scheme who continued to give financial support despite not being able watch the band perform in person.

## **Summary of Report Period**

In summary a sustained year of building personnel, concerts and repertoire. Concert bookings are reduced with many factors, COVID, cost of living and changing habits. However by continuing to look outside traditional boundaries it is anticipated Leyland Band will continue to grow and maintain its place in the proud heritage of the town.

## **Corporate Governance and Risk Management**

Corporate Governance is the internal procedure that ensures the organisation operates within the boundaries and rules of the constitution and requirements of the Charities Acts. Risk Management is the process of adopting policies that protect the assets and the people of the organisation. Corporate Governance and Risk Management are therefore considered under the same category. The Trustees recognise the need for Corporate Governance to ensure correct appropriation of finance, maintenance of assets and protection of people to maintain a compliant organisation. As part of the management structure the Trustees recognise a responsibility to ensure advice is obtained in each particular professional field required. The greatest risks to the organisation are financial control, protection of assets and people related issues including Health and Safety and Child Protection.

Financial control is maintained by adopting the constitutional procedures. In addition, all expenditure outside 'normal' operating expenditure requires the consent of the Trustees and Management Committee. The financial function is a joint role allowing cross checking and authorisation of each individual role. This provides transparency of income collected and payments made.

The 'people' issues are equally as important to the organisation. All members undertake a duty of care to act responsibly when travelling, performing, and rehearsing with the band. Leyland Band is involved in educational workshops and therefore each event is risk assessed prior to implementation. Advice is sought from the many CRB cleared Teachers within the band. The policy is stated in the constitution of the organisation.

## **Ethics**

The Trustees acknowledge the necessity to always maintain an ethical code of conduct. In our activity this relates mainly to the negotiation of fee related performance and the management of people. The Committee must manage the people aspects of the organisation. In the world at large the Trustees recognise the importance of maintaining credible business relations and professional integrity in all undertakings.

## **Accessibility**

Leyland Band has an open membership and is represented without prejudice of race, gender or sexual orientation. Membership is drawn from the local community, the United Kingdom at large and has included members from Australia, Japan and Switzerland. Young people are encouraged to join the band to aspire to reach their full potential with the North West's premier brass band.

## **Child Protection**

The band continues to admit and develop members under the age of eighteen. This is testament to the ability of brass players as young as fourteen to attain the high standards required. The band is also involved with youth development workshops. The band is fully aware of its obligations to ensure the welfare and protection of minors. The band maintains a child protection policy and takes advice and guidance from the many CRB cleared teachers within the band.

## **Public Benefit**

The Trustees have re-examined the statement of public benefit and have categorised into the following headings.

### **a) Benefits to playing members**

To attain the standards of competence to perform with a championship section brass band takes dedication, personal practice, and self-development. Membership of Leyland Band may be the culmination of many years of study and the band provides the outlet to perform at the highest level to a wide cross section of audience throughout the United Kingdom and the world at large. The benefits to the individual may be expressed as a vehicle to perform at the highest level, continue self-development and become a role model for the many hundreds of brass musicians in the lower sections.

### **b) Benefits to non-playing members**

Members who cannot commit to the dedication and standard of playing membership are encouraged to be actively involved in the organisation and administration of the band. Non-playing administrative functions include band marketing, library, transport, and CD sales. Non-playing members have a pride in supporting Leyland Band and are integral to the long-term growth of the organisation.

### **c) Benefits to supporters and Patrons**

Leyland band enjoys an enthusiastic following of Patrons. Patrons subscribe annually supporting the band. Patrons are spread through a wide geographical area and receive a quarterly newsletter including news and special features such as player profiles. Patrons have their own concert series and obtain discounts on tickets and purchases of CDs. Many Patrons are now actively involved promoting the concerts and organising fundraising activities. The Patrons have become integral to the ongoing success of the organisation providing many retired members with an ongoing interest and focus.

### **d) Benefits to the local community**

Leyland Band was formed as Leyland Motors in 1946. Whilst associated with the vehicle works the band enjoyed a high profile within the local community. With the demise of the motor works, Leyland Band had to leave the area to seek support and rehearsal premises. The last few years has seen the band return to the town of Leyland and the Trustees have placed great importance on the establishment of community links and strategic partnerships to encourage development of local brass band talent, mentor youth and provide accessibility opportunities for members of the community who may be restricted due to physical disadvantage.

Leyland Band has successfully: -

- 1) Developed a partnership with the South RIBBLE Borough Council.
- 2) Pioneered a mentoring programme to give young local players the opportunity to perform with Leyland Band through Lostock Hall Memorial Band.
- 3) Formed a strategic partnership with UCLAN (University of Central Lancashire) for mutual benefit.
- 4) Established a parallel committee to work alongside the operational committee to support the ongoing objectives. This is made up of Patrons and supporters drawn from the community.

### e) Benefits to the world at large

Leyland Band performs throughout the country and has previously performed in countries as far away as USA, Korea, and Japan. The language of music has no boundary and our role in this sphere can be summarised as 'entertainment, education and enjoyment'.

## Financial Appraisal

This is the first 'normal' period of activity since year ending 31<sup>st</sup> March 2020 therefore comparisons should be made between the years 2020 and 2023. The years 2021/2022 were skewed by our enforced breaks and therefore are not a reliable measure.

### INCOME

	2023	2020	+/-
Turnover	51634	54103	-2469
Concert Fees	26613	25375	+1238
Patrons Activity	14464	20211	-5747
Grants	9450	83	+9367
Gift Aid	0	4494	-4494
Other	1107	3940	-2833
	51634	54103	-2469

Overall turnover was down slightly but very encouraging to see our activities return to a 'normal' level.

It was encouraging to see direct Concert Fees rise. This includes the UCLAN fanfares including a double award ceremony catch up. However still this remains a very important element in turnover and my thanks go Gary and those participating in continuing to do such a professional job.

Patrons Income is reduced and reflects a reducing membership and reduction in seat sponsorships. Ticket prices have been held since inception (2010) and therefore will be revised from January 2024. Although reduced in 2020 this is still a very important income stream that hopefully will grow again with increased members. Thanks go to all our volunteers on the support committee for making this happen.

We were fortunate enough to obtain funding from the Queens Platinum Jubilee Fund (9450). This was used to organise three 10-piece community-based concerts and funding of our participation in Brass Attack. Therefore, the net income from the grant were in effect concert fees. This exercise opened the possibilities of doing expanding this principle of low cost 10-piece concerts with minimum effort for a good return. The successful conclusion of the project should also open up other funding opportunities with some good evidence of community participation. It is aimed to open the whole funding issue in the next FY regarding long term aim of providing future rehearsal facilities etc. This would require external input and suggestion would be to form a specific working group co-opting SME's (Subject Matter Experts) and proposed partners e.g., Lostock Hall band, Lancashire Youth Band (or whoever wants to partner)? Now 'normality' has returned it is opportune to make this a measured goal for the next period.

Gift Aid is reduced in the period due to the reduced activity in the break. However, a claim has been made in FY 2023 that will add c3k to cashflow.

## EXPENDITURE

<u>EXPENDITURE</u>	<u>2,023</u>		<u>2,020</u>	
Player Expenses (Includes UCLAN)	9,378	17.11%	10,192	17.34%
Bandroom Rent	6,936	12.66%	6,928	11.78%
Musical Directors	9,510	17.35%	11,140	18.95%
Events (British Open/National Finals)	12,980	23.68%	9,346	15.90%
Coaches	4,531	8.27%	3,415	5.81%
Borrowed Players	846	1.54%	2,939	5.00%
Hall Hires & Misc Rehearsal Facilities	2,288	4.18%	2,428	4.13%
Vans	2,135	3.90%	1,848	3.14%
Insurance	725	1.32%	775	1.32%
Stationary/Print/Post/Engrave	192	0.35%	1,086	1.85%
Utilities	1,153	2.10%	698	1.19%
Miscellaneous	1,820	3.32%	884	1.50%
Fees & Registrations (Includes web hosting/development)	403	0.73%	1,449	2.46%
Instruments & Accessories & Music	742	1.35%	304	0.52%
Merchandise Stock	17	0.03%	140	0.24%
100 Club	1,145	2.09%	299	0.51%
Uniforms & Instrument Repairs	0	0.00%	1,926	3.28%
CD Costs	0	0.00%	2,995	5.09%
	<hr/>		<hr/>	
	54,802	100.00%	58,792	100.00%

As per turnover the best measure is to compare the last 'normal' period with 2023.

### **Player Expenses**

This includes payments to players doing UCLAN fanfares and is a good result considering the double ceremony. Although expenses for those travelling are small it is noted that many players do not claim and [this assists](#) keep costs to minimum.

### **Bandroom**

Lease costs will rise 2023 although still good value. Bandroom remains biggest threat as out of lease and uncertainty surrounding future of business park. As outlined in grants strategy will be outlined to try to solve on a [long term](#) basis. I sincerely believe there is a path through this but will require ensuring we develop a plan on a whole community basis.

### **MD Costs**

Thanks to Tom for maintaining cost base. We acknowledge what value the band gets from this consistent input.

### **Events**

Represents rising cost of [Hotels](#) and transport.

### **Hall Hires**

Cost base held but will rise for next season at Chorley. Ticket prices to be adjusted.

### **Coaches and Vans**

Slight increase in comparison period. The 2024 period will show significant rise.

### **Summary**

A good return to 'normal' activity. A [break even](#) position is ok but doesn't allow any additions or replacements. If we can retain the work we have, get some additional [funding](#) and expand our community small concert enterprise we should be able to finish the 2024 year in a better position and make some provision for replacing some worn out uniforms and kit.

## **Reserves Policy**

The organisation has no restricted funds. It is revenue based and must ensure that it operates within the confines of cash generation. Expenditure outside normal operating requirements is identified during the cash cycle and funds raised or allocated appropriately. Fortunately, the organisation runs at break even. Players do not get paid other than for legitimate travel expenses. Travel and rehearsal facility costs are a major consideration, and the band can be justifiably proud of maintaining its national position. This is a credit to the dedication of players and back-room staff to continue this proud tradition. One of the biggest challenges in the future will be to try to make provision for worn out instruments and uniforms. Funding streams are being investigated and this is an area that the support group will be able to assist with.

## **Conclusion and Future Objectives**

The Trustees acknowledge the long-term stability and maintenance of a Championship Brass Band cannot rely solely on the 'traditional' activity of fee generation. Although this aspect of the band's activity needs to be maintained as much as possible the survival of performance based organisations will depend on the continual development of partnerships and maximisation of use of resources. Although the band still seeks to obtain sponsorship it is widely acknowledged that this form of funding will cease in the future. The Trustees are confident of developing this approach and look forward to being innovative and forward thinking. Development of community initiatives must remain a prime objective and the continued development of internal commercial activity will maximise the potential to ring fence elements of the income stream. From a playing perspective the band must strive to continue to be ranked in the top twenty in the world rankings. Educational initiatives will continue to develop and mentoring of local talent will continue to open opportunities of succession planning. The Trustees conclude that whilst obtaining Charitable status places responsibilities on an organisation it opens unforeseen opportunities that will help sustain the organisation for public benefit.



Charity No 1129485  
Income and Expenditure Accounts Year Ending 31st March 2023

	£		£		£	£
	2023				2022	2021
<b>INCOME</b>						
Concert Fees (Including UCLAN/Recordings)	26,612.55				15,832	0
Patrons Concerts	5,190.70				5,757	0
Patrons Membership/Donations	4,980.90				3,459	3,091
100 Club	626.00				444	0
Prize Money	100.00				125	0
Sponsorship	0.00				0	0
Gift Aid	0.00				3,848	0
CD Sales	952.68				625	309
Fundraising	55.48				0	0
Donations	3,666.10				2,290	803
Grants	9,450.00				12,783	5,965
Interest	0.00				0	0
Other Income	0.00				0	0
Player Contributions Hotel Open/National	2,913.00				0	0
<b>Total Income</b>		<b>54,547.41</b>			<b>45,162</b>	<b>10,168</b>
 <b>EXPENDITURE</b>						
Vans	2,135.33				895	0
Fees & Registrations (Includes web hosting/development)	402.50				476	98
Insurance	725.03				750	767
Coaches	4,531.00				1,600	0
Borrowed Players	846.00				1,227	0
Miscellaneous	1,820.42				524	40
Musical Directors	9,510.00				5,355	0
Player Expenses (Includes UCLAN)	9,378.36				7,118	0
Uniforms & Instrument Repairs	0.00				40	0
Stationery/Print/Post/Engrave	192.00				666	99
Bandroom Rent	7,566.42				7,004	5,054
100 Club	364.50				120	0
CD Costs	0.00				0	0
Instruments & Accessories & Music	742.36				271	174
Utilities	1,152.74				617	717
Hall Hires & Misc Rehearsal Facilities	2,438.20				1,165	0
Events (British Open/National Finals Accom and Facilities)	12,979.60				4,398	389
Merchandise Stock	17.43				140	140
transfers	0.00					
<b>Total Expenditure</b>		<b>54,801.89</b>			<b>32,366</b>	<b>7,478</b>
 <b>Total Income Less Total Expenditure</b>		<b>-254.48</b>			<b>12,796</b>	<b>2,690</b>



Charity No 1129485  
Balance Sheet as at 31st March 2023

	£	£	31 March 2023 £	31 March 2022 £	31 March 2021 £
<b>Fixed Assets</b>					
Music			22656	22656	22656
Musical Instruments			<u>7239</u>	<u>7239</u>	<u>7239</u>
			<b>29895</b>	<b>29895</b>	<b>29895</b>
<b>Current Assets</b>					
Bank Current Account	3449.42			11887	1332
Bank Community Account	14635.98			6453	4212
Cash	<u>0</u>			<u>0</u>	<u>0</u>
<b>Total Current Assets</b>				<b>18340</b>	<b>5544</b>
<b>Current Liabilities</b>					
Creditors	0			0	0
Loans	0			0	0
Accruals	<u>0</u>			<u>0</u>	<u>0</u>
				<b>0</b>	<b>0</b>
Net Current Assets			18085	18340	5544
Total Assets			<b>47981</b>	<b>48235</b>	<b>35439</b>
<b>Represented By</b>					
General Fund b/f			48235	35439	32749
Excess Income Over Expenditure for Year			<u>-254</u>	<u>12796</u>	<u>2690</u>
			<b>47981</b>	<b>48235</b>	<b>35439</b>
<b>Movement on Cash</b>					
Bank b/f		18340		5544	2854
Net Cash Movement		<u>-254</u>		<u>12796</u>	<u>2690</u>
Closing Bank			18085	18340	5544
Prepared by	Andrew Blackledge				
Date	30th June 2023				
Signed					
Examined by	Eric Rigby				
Date	10th July 2023				
Signed					



Charity No 1129485

Notes to the Accounts for Year Ending 31st March 2023

	£	2023	£	%	£	2022	£	%	£	2021	£	%
<b>Note 1 Generated Income Analysis</b>												
Concert Fees (Including UCLAN/Recordings)	FEES	26,613	26,613		15,832	15,832	33.36%		0	0	0.00%	
Patrons Concerts	PATRONS	5,191			5,757				0			
Patrons Membership	PATRONS	4,981			3,459				3,091			
100 Club	PATRONS	626			444				0			
Donations	PATRONS	3,666	14,464		2,290	11,949	25.18%		803	3,894	35.50%	
Prize Money	OTHER	100			125				0			
Sponsorship	OTHER	0			0				0			
Gift Aid	OTHER	0			3,848				0			
CD Sales	OTHER	953			625				309			
Fundraising	OTHER	55			0				0			
Grants	GRANTS	9,450	9,450		12,783				5,965			
Miscellaneous	OTHER	0	1,108		0	19,670	41.45%		0	7,077	64.50%	
<b>Total Generated Income</b>		<b>51,634</b>	<b>51,634</b>		<b>45,162</b>	<b>47,452</b>	<b>100.00%</b>		<b>10,168</b>	<b>10,971</b>	<b>100.00%</b>	

Income generated from Patrons associated activity accounted for of band generated turnover. 14,464  
51,634 28.01%

	£	2023	£	%	£	2022	£	%	£	2021	£	%
<b>Note 2 Expenditure Analysis</b>												
Player Expenses (Includes UCLAN)		9,378			7,118		21.99%		0		0.00%	
Bandroom Rent		7,566			7,004		21.64%		5,054		67.59%	
Musical Directors		9,510			5,355		16.55%		0		0.00%	
Events (British Open/National Finals)		12,980			4,398		13.59%		389		5.20%	
Coaches		4,531			1,600		4.94%		0		0.00%	
Borrowed Players		846			1,227		3.79%		0		0.00%	
Hall Hires & Misc Rehearsal Facilities		2,438			1,165		3.60%		0		0.00%	
Vans		2,135			895		2.76%		0		0.00%	
Insurance		725			750		2.32%		767		10.26%	
Stationary/Print/Post/Engrave		192			666		2.06%		99		1.32%	
Utilities		1,153			617		1.91%		717		9.59%	
Miscellaneous		1,820			524		1.62%		40		0.54%	
Fees & Registrations (Includes web hosting/development)		403			476		1.47%		98		1.30%	
Instruments & Accessories & Music		742			271		0.84%		174		2.33%	
Merchandise Stock		17			140		0.43%		140		1.87%	
100 Club		365			120		0.37%		0		0.00%	
Uniforms & Instrument Repairs		0			40		0.12%		0		0.00%	
CD Costs		0			0		0.00%		0		0.00%	
		<b>54,802</b>			<b>32,366</b>		<b>100.00%</b>		<b>7,478</b>		<b>100.00%</b>	



**Fixed Asset Schedule as at 31st March 2023**

	bf	A Disposals	Net Additions	cf
<b>Fixed Assets</b>				
Music	22656			22656
Musical Instruments	76239			76239
	<u>98895</u>	0	0	<u>98895</u>
<b>Depreciation Balance b/f</b>				
Music	0			0
Musical Instruments	69000			69000
	<u>29895</u>	0	0	<u>29895</u>
<b>Net Book Value</b>				
Music				22656
Musical Instruments				<u>7239</u>
				<u><u>29895</u></u>

**Accounting Policies**

**Revaluation/Depreciation Policy**

Revalue periodically and adjust balance sheet/reserves



Charity No 1129485

Report and Accounts of the Trustees of Leyland Band

Year Ending 31<sup>st</sup> March 2023

I have examined the Accounts and Report of the Leyland band for Year Ending 31<sup>st</sup> March 2023. In my opinion I have found no material errors and, in my opinion, form a true and accurate position and statement of affairs of the organisation.

Examined by

Eric Rigby

A handwritten signature in black ink that reads "Eric Rigby". The signature is written in a cursive style and is positioned above a thin horizontal line.

Date

23<sup>rd</sup> January 2024

**LEYLAND BAND**

England & Wales - Charity number 1129485

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# Accounts

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Charity No 1129485

Report and Accounts of the Trustees of Leyland Band

Year Ending 31<sup>st</sup> March 2022

**Charity Principal Address**

75 River View  
Tarleton  
PR4 6ED

**Chris Doran**

Chairman

**Andrew Blackledge**

Treasurer

**Jan Doran**

Assistant Treasurer/Patrons Officer

**Independent Examiner**

Eric Rigby

**Type of Organisation**

Association

**Type of Governing Document**

Constitution

**Trustees Report prepared by Andrew Blackledge**

For and on behalf of the Trustees of Leyland Band  
27<sup>th</sup> January 2022

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## **Report of the Trustees**

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Financial Appraisal  
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Conclusion and Future Objectives

## **Appendices**

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Balance Sheet as at 31<sup>st</sup> March 2022  
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## Introduction

This is the thirteenth Report of the Trustees of Leyland Band. Charitable status continues to develop a disciplined approach to management of the organisation and the Trustees acknowledge this to be a positive outcome of the process. This Report summarises the status, activities and financial status of the organisation in the reporting year.

## Aims and Objectives

***The object of the band is to advance the education of the public in the United Kingdom and throughout the World, in the art and science of British Brass Band Music through the provision of public band concerts and recitals and training in Brass Band Music***

## Trustees

Trustees of Leyland Band are appointed 'ex officio' (virtue of office) as outlined in the constitution. As members of the committee, Trustees are actively engaged in the normal running of the organisation. In addition to normal management meetings the Trustees meet independently on a regular basis to review the strategic direction of the organisation, monitor cash flow and approve specific items of expenditure outside normal operational requirements. This is reported at management meetings and appropriate decisions taken considering the experience and advice of the Trustees. This allows the management committee and Trustees to ensure that both short term and long-term objectives and issues are being dealt with to time and cost.

The following Trustees were active during the reporting Period

<b>Name</b>	<b>Office</b>
Chris Doran	Chairman
Andrew Blackledge	Treasurer
Jan Doran	Patrons Officer/Assistant Treasurer

Trustees have been appointed by the committee based on professional experience and added value to the organisation. The Trustees are minded of the need to ensure any new Trustees appointed at AGM are fully aware of their responsibilities.

## Status

This financial year activity is split 50:50 between suspended activity due to COVID 19 and the resumption normal activity in September 2021.

On resumption of activity in September 2021 the band had lost a significant number of players due to reassessment of life values, job changes and the returning of students to home countries. The band needed to recruit c12 players and embark on careful rebuilding following enforced absence. Recruitment was gradual but full complement was reached by beginning of January 2022. This is a credit to the individuals who continued to support the organisation and the concerted effort to recruit players of the necessary calibre. This was done with

the objective of being competitive at the North West Area Championship in March 2022.

## **Achievements**

### **Concerts**

Concerts recommenced in November 2021 with a Remembrance Weekend Concert, received with much acclaim. The band was once again re-acquainted with Warrington Male Voice Choir for the annual Christmas extravaganza, restarted the Matinee Series with the Christmas concert and performed a very successful Christmas Concert for the Mayor of South RIBBLE. The New Year commenced with a live/web enabled concert from Boarshurst. The Patrons Matinee Series continued with 'romance in Brass' in February to the usual very appreciative audience.

Considering the enforced break the re-start was as successful as could be as expected and helped to generate much needed revenue. It can be said that a great proportion of our audiences are in the older age bracket and would be classed as vulnerable many not venturing out for close to two years. The audiences were cautious at first but soon realised the benefit of live music and social interaction and we received many messages of congratulation and thanks for returning to provide a much loved source of pleasure and enjoyment. It was emotional both from band and audience perspective.

### **Competitions**

The concert work was just enough to help the band for the rehearsal regime and preparation for the North West Area Championship. This was to be the main focus on the rebuilt band in the first quarter. The band worked with consistency and determination to produce a performance of great merit resulting in a well deserved 2<sup>nd</sup> place and thus gaining invite to the national Brass Band Championship Finals in London Albert Hall in October 2022. A very successful emergence from the enforced break.

### **CD Recordings**

The band were unable to complete any new CD recordings but made a number of online sales of previous recordings.

### **World Rankings**

The band continue to hold their position as one of the top twenty-five brass bands in the world (sources - [www.4barsrest.com/rankings](http://www.4barsrest.com/rankings) and [www.brassstats.com](http://www.brassstats.com)). The rankings aim to grade competing brass bands in an aggregate score. This is an enviable position for a self-funded organisation maintaining a proud tradition within the community.

### **Musical Direction**

Thomas Wyss continues as Musical Director. The ethos is very much sustainable development focusing on a mix of young talent supported by older more experienced players.

Professional Musical Director    Thomas Wyss  
Musical Director Emeritus Richard Evans

### **Community**

The band continued to have strong links with the community and were overwhelmed with the good wishes on commencement of concerts once more.

### **Patrons and Support**

The band continue to be incredibly grateful to the members of the Patrons Scheme who continued to give financial support despite not being able watch the band perform in person.

### **Summary of Report Period**

The Covid pandemic could have had disastrous consequences for the band financially and musically. By diligently working through the obstacles, the six month activity of the report period was very successful ensuring the band maintained a strong position in the upper echelons of the Brass Band hierarchy. A very creditable result from all who contributed in this success!

### **Outlook**

The concert book for FY2022-2023 is beginning to fill up again and the band looks forward to the re-start of the British Open Championship in September 2023 and taking up the invitation to the National Brass Band Championship Finals at the Albert Hall in October 2023. These two events alone help to attract the calibre of player the band needs to sustain the quality of performance. There is also the prospect of funding being obtained from the Queens Silver Jubilee Fund for community based events. From a bleak outlook in March 2020 the band overcame the biggest risk to its future and looks to flourish and maintain quality of performance.

## **Corporate Governance and Risk Management**

Corporate Governance is the internal procedure that ensures the organisation operates within the boundaries and rules of the constitution and requirements of the Charities Acts. Risk Management is the process of adopting policies that protect the assets and the people of the organisation. Corporate Governance and Risk Management are therefore considered under the same category. The Trustees recognise the need for Corporate Governance to ensure correct appropriation of finance, maintenance of assets and protection of people to maintain a compliant organisation. As part of the management structure the Trustees recognise a responsibility to ensure advice is obtained in each particular professional field required. The greatest risks to the organisation are financial control, protection of assets and people related issues including Health and Safety and Child Protection.

Financial control is maintained by adopting the constitutional procedures. In addition, all expenditure outside 'normal' operating expenditure requires the consent of the Trustees and Management Committee. The financial function is a joint role allowing cross checking and authorisation of each individual role. This provides transparency of income collected and payments made.

The 'people' issues are equally as important to the organisation. All members undertake a duty of care to act responsibly when travelling, performing and rehearsing with the band. Leyland Band is involved in educational workshops and therefore each event is risk assessed prior to implementation. Advice is sought from the many CRB cleared Teachers within the band. The policy is stated in the constitution of the organisation.

## **Ethics**

The Trustees acknowledge the necessity to maintain an ethical code of conduct at all times. In our activity this relates mainly to the negotiation of fee related performance and the management of people. The Committee has to manage the people aspects of the organisation. In the world at large the Trustees recognise the importance of maintaining credible business relations and professional integrity in all undertakings.

## **Accessibility**

Leyland Band has an open membership and is represented without prejudice of race, gender or sexual orientation. Membership is drawn from the local community, the United Kingdom at large and has included members from Australia, Japan and Switzerland. Young people are encouraged to join the band to aspire to reach their full potential with the North West's premier brass band.

## **Child Protection**

The band continues to admit and develop members under the age of eighteen. This is testament to the ability of brass players as young as fourteen to attain the high standards required. The band is also involved with youth development workshops. The band is fully aware of its obligations to ensure the welfare and protection of minors. The band maintains a child protection policy and takes advice and guidance from the many CRB cleared teachers within the band.

## **Public Benefit**

The Trustees have re-examined the statement of public benefit and have categorised into the following headings;

### **a) Benefits to playing members**

To attain the standards of competence to perform with a championship section brass band takes dedication, personal practice and self development. Membership of Leyland Band may be the culmination of many years of study and the band provides the outlet to perform at the highest level to a wide cross section of audience throughout the United Kingdom and the world at large. The benefits to the individual may be expressed as a vehicle to perform at the highest level, continue self development and become a role model for the many hundreds of brass musicians in the lower sections.

### **b) Benefits to non-playing members**

Members who cannot commit to the dedication and standard of playing membership are encouraged to be actively involved in the organisation and administration of the band. Non-playing administrative functions include band marketing, library, transport and CD sales. Non-playing members have a pride in supporting Leyland Band and are integral to the long-term growth of the organisation.

### **c) Benefits to supporters and Patrons**

Leyland band enjoys an enthusiastic following of Patrons. Patrons subscribe annually supporting the band. Patrons are spread through a wide geographical area and receive a quarterly newsletter including news and special features such as player profiles. Patrons have their own concert series and obtain discounts on tickets and purchases of CDs. Many Patrons are now actively involved promoting the concerts and organising fundraising activities. The Patrons have become integral to the ongoing success of the organisation providing many retired members with an ongoing interest and focus.

### **d) Benefits to the local community**

Leyland Band was formed as Leyland Motors in 1946. Whilst associated with the vehicle works the band enjoyed a high profile within the local community. With the demise of the motor works, Leyland Band had to leave the area to seek support and rehearsal premises. The last few years has seen the band return to the town of Leyland and the Trustees have placed great importance on the establishment of community links and strategic partnerships to encourage

development of local brass band talent, mentor youth and provide accessibility opportunities for members of the community who may be restricted due to physical disadvantage.

Leyland Band has successfully: -

- 1) Developed a partnership with the South RIBBLE Borough Council.
- 2) Pioneered a mentoring programme to give young local players the opportunity to perform with Leyland Band through Lostock Hall Memorial Band.
- 3) Formed a strategic partnership with UCLAN (University of Central Lancashire) for mutual benefit.
- 4) Established a parallel committee to work alongside the operational committee to support the ongoing objectives. This is made up of Patrons and supporters drawn from the community.

### **e) Benefits to the world at large**

Leyland Band performs throughout the country and has previously performed in countries as far away as USA, Korea and Japan. The language of music has no boundary and our role in this sphere can be summarised as 'entertainment, education and enjoyment'.

## **Financial Appraisal**

Financially the band was able to sustain the enforced break from activity with receipt of grants (12k GBP) and the benefit of catch up degree ceremonies from UCLAN (8K GBP). This accounted for c 50% of the turnover and allowed the organisation to continue after start-up. In the six months of concerts from start-up the band generated a healthy 15k GBP, again contributing to the creditable financial performance. Patrons support continued in the short period contributing 21% of turnover. The band is grateful for the continued support of Patrons. Without this support survival would again be much harder. Gift Aid continues to be of great value utilizing charity status. The forward diary is looking promising and early indications show continued growth of activity to pre pandemic levels. Audiences have returned and are more than ever willing to support our events with mutual benefit.

## **Reserves Policy**

The organisation has no restricted funds. It is revenue based and has to ensure that it operates within the confines of cash generation. Expenditure outside normal operating requirements is identified during the cash cycle and funds raised or allocated appropriately. Fortunately, the organisation runs at break even. Players do not get paid other than for legitimate travel expenses. Travel and rehearsal facility costs are a major consideration and the band can be justifiably proud of maintaining its national position. This is a credit to the dedication of players and back room staff to continue this proud tradition. One of the biggest challenges in the future will be to try to make provision for worn out instruments and uniforms. Funding streams are being investigated and this is an area that the support group will be able to assist with.

## **Conclusion and Future Objectives**

The Trustees acknowledge the long term stability and maintenance of a Championship Brass Band cannot rely solely on the 'traditional' activity of fee generation. Although this aspect of the bands activity needs to be maintained as much as possible the survival of performance based organisations will depend on the continual development of partnerships and maximisation of use of resources. Although the band still seeks to obtain sponsorship it is widely acknowledged that this form of funding will cease in the future. The Trustees are confident of developing this approach and look forward to being innovative and forward thinking. Development of community initiatives must remain a prime objective and the continued development of internal commercial activity will maximise the potential to ring fence elements of the income stream. From a playing perspective the band must strive to continue to be ranked in the top twenty in the world rankings. Educational initiatives will continue to develop and mentoring of local talent will continue to open up opportunities of succession planning. The Trustees conclude that whilst obtaining Charitable status places responsibilities on an organisation it opens up unforeseen opportunities that will help sustain the organisation for public benefit.



**Charity No 1129485**  
**Income and Expenditure Accounts Year Ending 31st March 2022**

	£	£	£	£	£
	<b>2022</b>			<b>2021</b>	<b>2020</b>
<b>INCOME</b>					
Concert Fees (Including UCLAN/Recordings)	15,832			0	25,375
Patrons Concerts	5,757			0	8,883
Patrons Membership/Donations	3,459			3,091	7,060
100 Club	444			0	768
Prize Money	125			0	2,060
Sponsorship	0			0	0
Gift Aid	3,848			0	4,494
CD Sales	625			309	1,880
Fundraising	0			0	0
Donations	2,290			803	3,500
Grants	12,783			5,965	83
Interest	0			0	0
Other Income	0			0	0
<b>Total Income</b>		<b>45,162</b>		<b>10,168</b>	<b>54,103</b>
<b>EXPENDITURE</b>					
Vans	895			0	1,848
Fees & Registrations (Includes web hosting/development)	476			98	1,449
Insurance	750			767	775
Coaches	1,600			0	3,415
Borrowed Players	1,227			0	2,939
Miscellaneous	524			40	884
Musical Directors	5,355			0	11,140
Player Expenses (Includes UCLAN)	7,118			0	10,192
Uniforms & Instrument Repairs	40			0	1,926
Stationery/Print/Post/Engrave	666			99	1,086
Bandroom Rent	7,004			5,054	6,928
100 Club	120			0	299
CD Costs	0			0	2,995
Instruments & Accessories & Music	271			174	304
Utilities	617			717	698
Hall Hires & Misc Rehearsal Facilities	1,165			0	2,428
Events (British Open/National Finals)	4,398			389	9,346
Merchandise Stock	140			140	140
<b>Total Expenditure</b>		<b>32,366</b>		<b>7,478</b>	<b>58,790</b>
<b>Total Income Less Total Expenditure</b>			<b>12,796</b>	<b>2,690</b>	<b>-4,686</b>



**Charity No 1129485**

**Notes to the Accounts for Year Ending 31st March 2022**

		£	£	%	£	£	%	£	£	%
<b>Note 1 Income Analysis</b>		<b>2022</b>			<b>2021</b>			<b>2020</b>		
Concert Fees (Including UCLAN/Recordings)	FEES	15,832	<b>15,832</b>	35.06%	0	<b>0</b>	0.00%	25,375	<b>25,375</b>	46.90%
Patrons Concerts		5,757			0			8,883		
Patrons Membership		3,459			3,091			7,060		
100 Club	PATRONS	444	<b>9,660</b>	21.39%	0	<b>3,091</b>	30.40%	768	<b>16,712</b>	30.89%
Prize Money		125			0			2,060		
Sponsorship		0			0			0		
Gift Aid		3,848			0			4,494		
CD Sales		625			309			1,880		
Fundraising		0			0			0		
Donations		2,290			803			3,500		
Grants		12,783			5,965			83		
Miscellaneous	OTHER	0	<b>19,670</b>	43.55%	0	<b>7,077</b>	69.60%	0	<b>12,017</b>	22.21%
<b>Total Income</b>		<b>45,162</b>	<b>45,162</b>	<b>100.00%</b>	<b>10,168</b>	<b>10,168</b>	<b>100.00%</b>	<b>54,103</b>	<b>54,103</b>	<b>100.00%</b>

Income generated from Patrons associated activity accounted for 21% of band turnover.

**Note 2 Expenditure Analysis**

Player Expenses (Includes UCLAN)	7,118	21.99%	0	0.00%	10,192	17.34%
Bandroom Rent	7,004	21.64%	5,054	67.59%	6,928	11.78%
Musical Directors	5,355	16.55%	0	0.00%	11,140	18.95%
Events (British Open/National Finals)	4,398	13.59%	389	5.20%	9,346	15.90%
Coaches	1,600	4.94%	0	0.00%	3,415	5.81%
Borrowed Players	1,227	3.79%	0	0.00%	2,939	5.00%
Hall Hires & Misc Rehearsal Facilities	1,165	3.60%	0	0.00%	2,428	4.13%
Vans	895	2.76%	0	0.00%	1,848	3.14%
Insurance	750	2.32%	767	10.26%	775	1.32%
Stationary/Print/Post/Engrave	666	2.06%	99	1.32%	1,086	1.85%
Utilities	617	1.91%	717	9.59%	698	1.19%
Miscellaneous	524	1.62%	40	0.54%	884	1.50%
Fees & Registrations (Includes web hosting/development)	476	1.47%	98	1.30%	1,449	2.47%
Instruments & Accessories & Music	271	0.84%	174	2.33%	304	0.52%
Merchandise Stock	140	0.43%	140	1.87%	140	0.24%
100 Club	120	0.37%	0	0.00%	299	0.51%
Uniforms & Instrument Repairs	40	0.12%	0	0.00%	1,926	3.28%
CD Costs	0	0.00%	0	0.00%	2,995	5.09%
	<b>32,366</b>	<b>100.00%</b>	<b>7,478</b>	<b>100.00%</b>	<b>58,790</b>	<b>100.00%</b>



**Charity No 1129485**  
**Balance Sheet as at 31st March 2022**

	£	£	31 March 2022 £	31 March 2021 £	31 March 2020 £
<b>Fixed Assets</b>					
Music			22656	22656	22656
Musical Instruments			7239	7239	7239
			<u>29895</u>	<u>29895</u>	<u>29895</u>
<b>Current Assets</b>					
Bank Current Account	11887.24			1332	2498
Bank Community Account	6452.64			4212	356
Cash	<u>0</u>			<u>0</u>	<u>0</u>
<b>Total Current Assets</b>		<b>18340</b>		<b>5544</b>	<b>2854</b>
<b>Current Liabilities</b>					
Creditors	0			0	0
Loans	0			0	0
Accruals	<u>0</u>			<u>0</u>	<u>0</u>
		<b>0</b>		<b>0</b>	<b>0</b>
Net Current Assets			18340	5544	2854
			<u>18340</u>	<u>5544</u>	<u>2854</u>
<b>Total Assets</b>			<b>48235</b>	<b>35439</b>	<b>32749</b>
			<u>48235</u>	<u>35439</u>	<u>32749</u>
<b>Represented By</b>					
General Fund b/f			35439	32749	37435
Excess Income Over Expenditure for Year			12796	2690	-4686
			<u>48235</u>	<u>35439</u>	<u>32749</u>
			<u>48235</u>	<u>35439</u>	<u>32749</u>
<b>Movement on Cash</b>					
Bank b/f			5544	2854	7540
Net Cash Movement			<u>12796</u>	<u>2690</u>	<u>-4686</u>
<b>Closing Bank</b>			18340	5544	2854
			<u>18340</u>	<u>5544</u>	<u>2854</u>



**Fixed Asset Schedule as at 31st March 2022**

	bf	Additions	Disposals	Net Additions	cf
<b>Fixed Assets</b>					
Music	22656				22656
Musical Instruments	76239				76239
	<hr/>				<hr/>
	98895	0	0	0	<b>98895</b>
<b>Depreciation Balance b/f</b>					
Music	0				0
Musical Instruments	69000				69000
	<hr/>				<hr/>
	29895	0	0	0	29895
<b>Net Book Value</b>					
Music					22656
Musical Instruments					<hr/> 7239
					<hr/> <b>29895</b>

**Accounting Policies**

**Revaluation/Depreciation Policy**                      Revalue periodically and adjust balance sheet/reserves



**Section A**

**Independent Examiner's Report**

**Report to the trustees/  
members of**

Leyland Band

**On accounts for the year  
ended**

31<sup>st</sup> March 2022

**Charity no  
(if any)**

1129485

**Set out on pages**

Income and Expenditure, Balance Sheet, Fixed Assets

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/03/2022.

**Responsibilities and  
basis of report**

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent  
examiner's statement**

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

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

I have no 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.

**Signed:**

**Date:**

27 January 2023

**Name:**

Eric Rigby

**Relevant professional  
qualification(s) or body  
(if any):**

**Address:**

79 Lansdown Hill

Fulwood

PR2 3UX

**Section B****Disclosure**

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

**Give here brief details of any items that the examiner wishes to disclose.**