



Charity No 1129485

Report and Accounts of the Trustees of Leyland Band

Year Ending 31st 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

CONTENTS

Report of the Trustees

Introduction

Aims and Objectives

Trustees

Status

Achievements

Corporate Governance and Risk Management

Ethics

Accessibility

Child Protection

Public Benefit

Financial Appraisal

Reserves Policy

Conclusion and Future Objectives

Appendices

Independent Examiner's Report

Income and Expenditure Account for Year Ending 31st March 2023

Balance Sheet as at 31st 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.

Name	Office
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 and 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 31st 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>	2,023		2,020	
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%
	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
INCOME					
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
Total Income		54,547.41		45,162	10,168
EXPENDITURE					
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 Accommodation and Facilities)	12,979.60			4,398	389
Merchandise Stock	17.43			140	140
transfers	0.00				
Total Expenditure		54,801.89		32,366	7,478
Total Income Less Total Expenditure		-254.48		12,796	2,690



Charity No 1129485
Balance Sheet as at 31st March 2023

	£	£	31 March 2023 £	31 March 2022 £	31 March 2021 £
Fixed Assets					
Music			22656	22656	22656
Musical Instruments			<u>7239</u>	<u>7239</u>	<u>7239</u>
			29895	29895	29895
Current Assets					
Bank Current Account	3449.42			11887	1332
Bank Community Account	14635.98			6453	4212
Cash	<u>0</u>			<u>0</u>	<u>0</u>
Total Current Assets				18340	5544
Current Liabilities					
Creditors	0			0	0
Loans	0			0	0
Accruals	<u>0</u>			<u>0</u>	<u>0</u>
				0	0
Net Current Assets			18085	18340	5544
Total Assets			47981	48235	35439
Represented By					
General Fund b/f			48235	35439	32749
Excess Income Over Expenditure for Year			<u>-254</u>	<u>12796</u>	<u>2690</u>
			47981	48235	35439
Movement on Cash					
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

		£	£	%	£	£	%	£	£	%
Note 1 Generated Income Analysis		2023			2022			2021		
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%
Total Generated Income		51,634	51,634		45,162	47,452	100.00%	10,168	10,971	100.00%

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

14,464
51,634 28.01%

Note 2 Expenditure Analysis										
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%				
	54,802	—	32,366	100.00%	7,478	100.00%				



Fixed Asset Schedule as at 31st March 2023

	bf	A Disposals	Net Additions	cf
Fixed Assets				
Music	22656			22656
Musical Instruments	76239			76239
	98895	0	0	98895

Depreciation Balance b/f

Music	0			0
Musical Instruments	69000			69000
	29895	0	0	29895

Net Book Value

Music				22656
Musical Instruments				7239
				<u>29895</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 31st March 2023

I have examined the Accounts and Report of the Leyland band for Year Ending 31st 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 dark ink, reading "Eric Rigby", is written over a light grey dotted rectangular background. Below the signature is a thin horizontal line.

Date

23rd January 2024