



Charity No 1129485

Report and Accounts of the Trustees of Leyland Band

Year Ending 31st 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

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

Income and Expenditure Account for Year Ending 31st March 2024
Balance Sheet as at 31st March 2024
Fixed Asset Schedule as at 31st 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.

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

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 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 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 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

	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		
Total Expenditure		55,	
Total Income Less Total Expenditure			

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 (Including
Bandroom Rent
Musical Directors
Events (British Open/National
Coaches
Borrowed Players
Hall Hires & Misc Rehearsal
Vans
Insurance
Stationary/Print/Post/Eng
Utilities
Miscellaneous
Fees & Registrations (In
Instruments & Accessories
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
INCOME					
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
Total Income		40,494.72		54,547	45,162

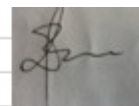
EXPENDITURE					
Vans	1,602.79			2,135	895
Fees & Registrations (Includes web hosting/development)	1,316.15			403	476
Insurance	1,017.14			725	750
Coaches	1,160.00			4,531	1,600
Borrowed Players	1,065.00			846	1,227
Miscellaneous (Bandroom supplies/card charges/Social Media Adverts)	484.82			1,820	524
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
transfers	0.00			0	
Total Expenditure		55,696.05		54,802	32,366
Total Income Less Total Expenditure			-15,201.33	-254	12,796

Charity No 1129485
Balance Sheet as at 31st March 2024

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

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

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

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

Depreciation Balance b/f

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

Net Book Value

Music					22656
Musical Instruments					7239
					29895

Accounting Policies

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



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

	£	£	£	£	£
	2024			2023	2022
INCOME					
Concert Fees (Including UCLAN/Recordings)	17,641.46			26,613	15,832
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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
Total Income		40,494.72		54,547	45,162
EXPENDITURE					
Vans	1,602.79			2,135	895
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Total Expenditure		55,696.05		54,802	32,366
Total Income Less Total Expenditure			-15,201.33	-254	12,796



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 rectangular, black and white image of a handwritten signature, likely belonging to Eric Rigby.

Signed