



CHARITY COMMISSION
FOR ENGLAND AND WALES

Trustees' Annual Report for the period

From 01.01.20

Period start date To 31.12.20

Period end date

Charity name: HURN COURT OPERA

Charity registration number: 1177609

Objectives and Activities

	SORP reference	
Summary of the purposes of the charity as set out in its governing document	Para 1.17	To advance, improve, develop and maintain public appreciation of the art and science of music in any way that the trustees see fit, including through public concerts and recitals.
Summary of the main activities in relation to those purposes for the public benefit, in particular, the activities, projects or services identified in the accounts.	Para 1.17 and 1.19	See attached sheet – 'Section C Summary of main activities'
Statement confirming whether the trustees have had regard to the guidance issued by the Charity Commission on public benefit	Para 1.18	We confirm that trustees have had regard to the guidance issued by the Charity Commission on public benefit in deciding upon the activities of the charity.

Additional information (optional)

You may choose to include further statements where relevant about:

	SORP reference	
Policy on grant making	Para 1.38	
Policy on social investment including program related investment	Para 1.38	
Contribution made by volunteers	Para 1.38	
Other		

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Achievements and Performance

	SORP reference	
Summary of the main achievements of the charity, identifying the difference the charity's work has made to the circumstances of its beneficiaries and any wider benefits to society as a whole.	Para 1.20	See attached sheet – Section D, Summary of main achievements, and impact on beneficiaries and society

Additional information (optional)

You may choose to include further statements where relevant about:

Achievements against objectives set	Para 1.41	See attached sheet – Section E, HCO Business Plan
Performance of fundraising activities against objectives set	Para 1.41	See attached sheet – Section E, HCO Business Plan
Investment performance against objectives	Para 1.41	
Other		

Financial Review

Review of the charity's financial position at the end of the period	Para 1.21	As at 31.12.20 HCO had funds amounting to £76,899 and a surplus for the year of £59250.
Statement explaining the policy for holding reserves stating why they are held	Para 1.22	HCO has no permanent employees or significant overheads. Current reserves policy is to ensure that no commitments are entered into that might leave the charity in deficit in the event of disappointing ticket sales or cancellation. This is made possible by the goodwill and unpaid work of the trustees and other volunteers.
Amount of reserves held	Para 1.22	The Charity currently has funds of £69,126 held in a Bank. There is no specific reserve set but the trustees ensure funds held are sufficient to cover any conceivable loss on a performance
Reasons for holding zero reserves	Para 1.22	See above and HCO funds are readily realisable.
Details of fund materially in deficit	Para 1.24	None
Explanation of any uncertainties about the charity continuing as a going concern	Para 1.23	None

Additional Information (optional)

You may choose to include further statements where relevant about:

The charity's principal sources of funds (including any fundraising)	Para 1.47	HCO's principal sources of funds in 2020 were: Fundraising through Friends scheme Donations from private individuals Fundraising event (Come and Sing)
Investment policy and objectives including any social investment policy adopted	Para 1.46	
A description of the principal risks facing the charity	Para 1.46	The principal risk facing the charity is that a performance cannot happen or has disappointing ticket sales leading to a substantial deficit. This drives our caution in ensuring we have more than enough cash to cover this risk
Other		

Structure, Governance and Management

Description of charity's trusts:		
Type of governing document	Para 1.25	Constitution
How is the charity constituted?	Para 1.25	CIO
Trustee selection methods including details of any constitutional provisions e.g. election to post or name of any person or body entitled to appoint one or more trustees	Para 1.25	Appointed by meeting of trustees. We are currently undertaking a skills audit of trustees prior to recruiting additional trustees

Additional information (optional)

You may choose to include further statements where relevant about:

Policies and procedures adopted for the induction and training of trustees	Para 1.51	
The charity's organisational structure and any wider network with which the charity works	Para 1.51	
Relationship with any related parties	Para 1.51	
Other		

Reference and Administrative details

Charity name	Hurn Court Opera
Other name the charity uses	none
Registered charity number	1177609
Charity's principal address	83 Lower Road, Lower Bemerton, Salisbury, SP2 9NH

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Michael Hart	Chairman		
2	Rosie Clay	Secretary		
3	Andrew Foot	Treasurer		
4	Joy Atkinson			
5	Tom Clay			
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

Corporate trustees – names of the directors at the date the report was approved

Director name		
N/A		

Name of trustees holding title to property belonging to the charity

Trustee name	Dates acted if not for whole year	
N/A		

Funds held as custodian trustees on behalf of others

Description of the assets held in this capacity	N/A
Name and objects of the charity on whose behalf the assets are held and how this falls within the custodian charity's objects	N/A
Details of arrangements for safe custody and segregation of such assets from the charity's own assets	N/A

Additional Information (optional)**Names and addresses of advisers (Optional information)**

Type of adviser	Name	Address
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Name of chief executive or names of senior staff members (Optional information)

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Exemptions from disclosure

Reason for non-disclosure of key personnel details

N/A

Other optional information

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Declarations

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)	R. Clay	A.S. Foot
Full name(s)	ROSEMARY ELIZABETH CLAY	ANDREW SAVILLE FOOT
Position (eg Secretary, Chair, etc)	SECRETARY	TREASURER

Date

22.10.21

Ms Susan Cowsill
6 Mallard Road
Colehill
Wimborne
BH21 2NJ

Thurs 4th February 2021

Hurn Court Opera
Registered Address
83 Lower Road
Salisbury SP2 9NH
Charity No 1177609

Dr Andrew Foot
Treasurer and Trustee
113 Middlehill Road
Colehill
Wimborne BH21 2HL

Dear Susan,

Further to our conversation, the Trustees of Hurn Court Opera are very grateful
that you have agreed to scrutiny of our accounts for Jan-Dec 2020.

With many thanks for your help

Yours Sincerely

A handwritten signature in dark ink, appearing to read 'Andrew', followed by a small dot.

Dr Andrew Foot

Hurn Court Opera Company
113, Middlehill Road

Registered Charity Number 1177609

MARCH 23, 2021

Dr Andrew Foot

RE: Examination of 2020-2021 Year end accounts for Hurn Court Opera Company.

Dear Andrew,

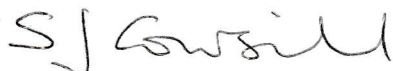
I have completed my examination.

I confirm that no matters have come to my attention giving me cause to believe that in any material respect:

- proper accounting records were not kept
- the accounts did not accord with the accounting records

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. I was grateful for your assistance in producing clear and complete records for examination.

Warm regards,



Ms Susan Cowsill MA

6 Mallard Road
Wimborne
BH21 2NJ
23/03/2021

ACCOUNTS SUMMARY JANUARY- DECEMBER 2020
EXPENDITURE

Venue Hire	75		
Insurance	613		
Publicity	1281.82		
Reimbursement c and s	0		
Music Hire	34.5		
Translation	0		
Soloist fees	0		
Soloist expenses	2455		
Accompanist fees	0		
Accompanist expenses	0		
Adjudicators fees	0		
Adjudicators expenses	0		
Directors fees	0		
expenses	0		
Producer fees	0		
expenses	0		
Stg Manager fees	0		
expenses	0		
Set incl van hire	1107.06		
Flowers/stationary/post	0		
Skrypt smoke machine	0		
Gatuities	0		
Costumes	0		
Petty Cash	0		
Refreshments	0		
Singing Competition prizes	4000		
Musiciains orchestra fee	0		
Masterclass fees	0		
	Total	Expenses	✓ 10020.16

INCOME

Ticket Sales	cheques	0
	cash	0
	bacs	0
Programmes		0
Other	refreshments	0
Sing Comp	entrance	0
Come and Sing		730
Fee	Salisbury Art	1000

Donations	Gift Aided	12740 ✓
	Trust Fund	750 ✓
	Non Gift Aided	300 ✓

Legacy	50000
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HMRC	Charities Tax Relief	3750
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Total Income ✓ 69270

Surplus 59249.84 ✓

Hurn Court Opera

Account Balance

1/1/2020

17649.3 ✓

Surplus for the year

59249.84

Account Balance

31/12/2020

76899.1 ✓

Per bank
Statement
802.

17649.26
59249.84

76899.10

HURN COURT OPERA SUMMARY ACCOUNTS 1st Jan 2020 to 31st Dec 2020

EXPENSES		INCOME	
January	/ 183.19	/ 4973	
February	/ 495.3	/ 50298	
March	/ 469.28	/ 10494	
April	/ 2821.06	/ 15	
May	/ 800	/ 15	
June	/ 0	/ 665	
July	/ 0	/ 225	
August	/ 0	/ 635	
September	/ 333.33	/ 65	
October	/ 240	/ 845	
November	/ 4678	/ 745	
December	/ 0	/ 295	
TOTAL	/ 10020.16	/ 69270	

ACCOUNTS JAN 2020 HURN COURT OPERA BALANCE 17649.3
EXPENDITURE

Venue Hire
Insurance
Publicity 183.19
Reimbursement c and s
Music Hire
Translation
Soloist fees
Soloist expenses
Accompanist fees
Accompanist expenses
Adjudicators fees
Adjudicators expenses
Directors fees
expenses
Producer fees
expenses
Stg Manager fees
expenses
Set incl van hire
Flowers/stationary/post
Skrypt smoke machine
Gatuities
Costumes
Petty Cash
Refreshments
Singing Competition prizes
Musiciains orchestra fee

Total Expenses 183.19

INCOME

Ticket Sales cheques
cash
bacs

Programmes
Other refreshments
Sing Comp entrance
Come and Sing 118
Fee Salisbury Art 1000

Donations Gift Aided 105
Trust Fund
Non Gift Aided

Small gift aid donations

HMRC Charities Tax Relief 3750

Total Income 4973

Balance 22439.11

ACCOUNTS FEB	2020 HURN COURT OPERA	BALANCE	22439.11
EXPENDITURE			
Venue Hire			
Insurance			
Publicity	495.3		
Reimbursement c and s			
Music Hire			
Translation			
Soloist fees			
Soloist expenses			
Accompanist fees			
Accompanist expenses			
Adjudicators fees			
Adjudicators expenses			
Directors fees			
expenses			
Producer fees			
expenses			
Stg Manager fees			
expenses			
Set incl van hire			
Flowers/stationary/post			
Skrypt smoke machine			
Gatuities			
Costumes			
Petty Cash			
Refreshments			
Singing Competition prizes			
Musiciains orchestra fee			

Total	Expenses	495.3
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INCOME

Ticket Sales	cheques		
	cash		
	bacs		
Programmes			
Other	refreshments		
Sing Comp	entrance		
Come and Sing		183	
Fee	Salisbury Arts		
Donations	Gift Aided	115	
	Trust Fund		
	Non Gift Aided		
	Legacy Dr John Harding	50000	
	Small gift aid donations		

HMRC

Charities Tax Relief

Total	Income	50298
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Balance	72241.77
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ACCOUNTS MARCH	2020 HURN COURT OPERA	BALANCE	72241.77
EXPENDITURE			
Venue Hire	75		
Insurance			
Publicity	265		
Reimbursement c and s			
Music Hire	34.5		
Translation			
Soloist fees			
Soloist expenses	55		
Accompanist fees			
Accompanist expenses			
Adjudicators fees			
Adjudicators expenses			
Directors fees			
Directors expenses			
Producer fees			
Producer expenses			
Stg Manager fees			
Stg Manager expenses			
Set incl van hire			
Flowers/stationary/post			
Skrypt smoke machine			
Gatuities			
Costumes			
Petty Cash			
Refreshments			
Singing Competition prizes			
Musiciains orchestra fee			
Other wix.com publ website	39.78		
	Total	Expenses	469.28
INCOME			
Ticket Sales	cheques		
	cash		
	bacs		
Programmes			
Other refreshments			
Sing Comp entrance			
Come and Sing	429		
Fee			
Donations			
Gift Aided	10065		
Trust Fund			
Non Gift Aided			
Legacy			
Small gift aid donations			
HMRC			
Charities Tax Relief			
	Total	Income	10494
		Balance	82266.49

ACCOUNTS APRIL 2020 HURN COURT OPERA BALANCE 82266.49
EXPENDITURE

Venue Hire		
Insurance		
Publicity		
Reimbursement c and s		
Music Hire		
Translation		
Soloist fees		
Soloist expenses	1600	
Accompanist fees		
Accompanist expenses		
Adjudicators fees		
Adjudicators expenses		
Directors fees		
expenses		
Producer fees		
expenses		
Stg Manager fees		
expenses		
Set incl van hire	1107.06	
Flowers/stationary/post		
Skrypt smoke machine		
Gatuities		
Costumes		
Petty Cash		
Refreshments		
Singing Competition prizes		
Musiciains orchestra fee		
Other garment rails	114	
Total	Expenses	2821.06

INCOME

Ticket Sales	cheques
	cash
	bacs
Programmes	
Other	refreshments
Sing Comp	entrance
Come and Sing	
Fee	

Donations	Gift Aided	15
	Trust Fund	
	Non Gift Aided	
	Legacy	
	Small gift aid donations	

HMRC Charities Tax Relief

Total Income 15

Balance 79460.43

ACCOUNTS MAY	2020 HURN COURT OPERA	BALANCE	79460.43
EXPENDITURE			
Venue Hire			
Insurance			
Publicity			
Reimbursement c and s			
Music Hire			
Translation			
Soloist fees			
Soloist expenses	800		
Accompanist fees			
Accompanist expenses			
Adjudicators fees			
Adjudicators expenses			
Directors fees			
Directors expenses			
Producer fees			
Producer expenses			
Stg Manager fees			
Stg Manager expenses			
Set incl van hire			
Flowers/stationary/post			
Skrypt smoke machine			
Gatuities			
Costumes			
Petty Cash			
Refreshments			
Singing Competition prizes			
Musiciains orchestra fee			

Total Expenses 800

INCOME

Ticket Sales	cheques		
	cash		
	bacs		
Programmes			
Other	refreshments		
Sing Comp	entrance		
Come and Sing			
Fee	Salisbury Art		
Donations	Gift Aided	15	
	Trust Fund		
	Non Gift Aided		
	Small gift aid donations		
HMRC	Charities Tax Relief		

Total Income 15

Balance 78675.43

ACCOUNTS JUNE	2020 HURN COURT OPERA	BALANCE	78675.43
EXPENDITURE			
Venue Hire			
Insurance			
Publicity			
Reimbursement c and s			
Music Hire			
Translation			
Soloist fees			
Soloist expenses			
Accompanist fees			
Accompanist expenses			
Adjudicators fees			
Adjudicators expenses			
Directors fees			
Directors expenses			
Producer fees			
Producer expenses			
Stg Manager fees			
Stg Manager expenses			
Set incl van hire			
Flowers/stationary/post			
Skrypt smoke machine			
Gatuities			
Costumes			
Petty Cash			
Refreshments			
Singing Competition prizes			
Musiciains orchestra fee			

Total	Expenses	0
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INCOME

Ticket Sales	cheques
	cash
	bacs
Programmes	
Other	refreshments
Sing Comp	entrance
Come and Sing	
Fee	Salisbury Art

Donations	Gift Aided	615
	Trust Fund	
	Non Gift Aided	50

Small gift aid donations

HMRC	Charities Tax Relief
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Total	Income	665
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Balance	79340.43
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ACCOUNTS JULY	2020 HURN COURT OPERA	BALANCE	79340.43
EXPENDITURE			
Venue Hire			
Insurance			
Publicity			
Reimbursement c and s			
Music Hire			
Translation			
Soloist fees			
Soloist expenses			
Accompanist fees			
Accompanist expenses			
Adjudicators fees			
Adjudicators expenses			
Directors fees			
expenses			
Producer fees			
expenses			
Stg Manager fees			
expenses			
Set incl van hire			
Flowers/stationary/post			
Skrypt smoke machine			
Gatuities			
Costumes			
Petty Cash			
Refreshments			
Singing Competition prizes			
Musiciains orchestra fee			

Total Expenses 0

INCOME

Ticket Sales	cheques	
	cash	
	bacs	
Programmes		
Other	refreshments	
Sing Comp	entrance	
Come and Sing		
Fee	Salisbury Art	
Donations	Gift Aided	125
	Trust Fund	
	Non Gift Aided	100
	Small gift aid donations	
HMRC	Charities Tax Relief	

Total Income 225

Balance 79565.43

ACCOUNTS	AUGUST	2020 HURN COURT OPERA	BALANCE	79565.43
EXPENDITURE				
	Venue Hire			
	Insurance			
	Publicity			
	Reimbursement c and s			
	Music Hire			
	Translation			
	Soloist fees			
	Soloist expenses			
	Accompanist fees			
	Accompanist expenses			
	Adjudicators fees			
	Adjudicators expenses			
	Directors fees			
	Directors expenses			
	Producer fees			
	Producer expenses			
	Stg Manager fees			
	Stg Manager expenses			
	Set incl van hire			
	Flowers/stationary/post			
	Skrypt smoke machine			
	Gatuities			
	Costumes			
	Petty Cash			
	Refreshments			
	Singing Competition prizes			
	Musiciains orchestra fee			

Total Expenses 0

INCOME

	Ticket Sales	cheques	
		cash	
		bacs	
	Programmes		
	Other	refreshments	
	Sing Comp	entrance	
	Come and Sing		
	Fee	Salisbury Art	
Donations	Gift Aided		615
	Trust Fund		
	Non Gift Aided		20
	Small gift aid donations		
HMRC	Charities Tax Relief		

Total Income 635

Balance 80200.43

ACCOUNTS SEPT	2020 HURN COURT OPERA	BALANCE	80200.43
EXPENDITURE			
Venue Hire			
Insurance			
Publicity	33.33		
Reimbursement c and s			
Music Hire			
Translation			
Soloist fees			
Soloist expenses			
Accompanist fees			
Accompanist expenses			
Adjudicators fees			
Adjudicators expenses			
Directors fees			
Directors expenses			
Producer fees			
Producer expenses			
Stg Manager fees			
Stg Manager expenses			
Set incl van hire			
Flowers/stationary/post			
Skrypt smoke machine			
Gatuities			
Costumes			
Petty Cash			
Refreshments			
Singing Competition prizes			
Musiciains orchestra fee			
Masterclass fees	300		
	Total	Expenses	333.33
INCOME			
Ticket Sales			
cheques			
cash			
bacs			
Programmes			
Other refreshments			
Sing Comp entrance			
Come and Sing			
Fee Salisbury Art			
Donations			
Gift Aided	65		
Trust Fund			
Non Gift Aided			
Small gift aid donations			
HMRC			
Charities Tax Relief			
	Total	Income	65
		Balance	79932.1

ACCOUNTS OCT	2020 HURN COURT OPERA	BALANCE	79932.1
EXPENDITURE			
Venue Hire			
Insurance			
Publicity	240		
Reimbursement c and s			
Music Hire			
Translation			
Soloist fees			
Soloist expenses			
Accompanist fees			
Accompanist expenses			
Adjudicators fees			
Adjudicators expenses			
Directors fees			
expenses			
Producer fees			
expenses			
Stg Manager fees			
expenses			
Set incl van hire			
Flowers/stationary/post			
Skrypt smoke machine			
Gatuities			
Costumes			
Petty Cash			
Refreshments			
Singing Competition prizes			
Musiciains orchestra fee			
Masterclass fees			
	Total	Expenses	240
INCOME			
Ticket Sales	cheques		
	cash		
	bacs		
Programmes			
Other	refreshments		
Sing Comp	entrance		
Come and Sing			
Fee	Salisbury Art		
Donations	Gift Aided	65	
	Trust Fund	750	
	Non Gift Aided	30	
	Small gift aid donations		
HMRC	Charities Tax Relief		
	Total	Income	845
		Balance	80537.1

ACCOUNTS NOV 2020 HURN COURT OPERA BALANCE 80537.1
EXPENDITURE

Venue Hire	
Insurance	613
Publicity	65
Reimbursement c and s	
Music Hire	
Translation	
Soloist fees	
Soloist expenses	
Accompanist fees	
Accompanist expenses	
Adjudicators fees	
Adjudicators expenses	
Directors fees	
expenses	
Producer fees	
expenses	
Stg Manager fees	
expenses	
Set incl van hire	
Flowers/stationary/post	
Skrypt smoke machine	
Gatuities	
Costumes	
Petty Cash	
Refreshments	
Singing Competition prizes	4000
Musiciains orchestra fee	
Masterclass fees	
Total	Expenses 4678

INCOME

Ticket Sales	cheques
	cash
	bacs
Programmes	
Other	refreshments
Sing Comp	entrance
Come and Sing	
Fee	Salisbury Art

Donations	Gift Aided	645
	Trust Fund	
	Non Gift Aided	100

Small gift aid donations

HMRC Charities Tax Relief

Total Income 745

Balance 76604.1

ACCOUNTS DEC	2020 HURN COURT OPERA	BALANCE	76604.1
EXPENDITURE			
Venue Hire			
Insurance			
Publicity			
Reimbursement c and s			
Music Hire			
Translation			
Soloist fees			
Soloist expenses			
Accompanist fees			
Accompanist expenses			
Adjudicators fees			
Adjudicators expenses			
Directors fees			
Directors expenses			
Producer fees			
Producer expenses			
Stg Manager fees			
Stg Manager expenses			
Set incl van hire			
Flowers/stationary/post			
Skrypt smoke machine			
Gatuities			
Costumes			
Petty Cash			
Refreshments			
Singing Competition prizes			
Musiciains orchestra fee			
Masterclass fees			
	Total	Expenses	0
INCOME			
Ticket Sales	cheques		
	cash		
	bacs		
Programmes			
Other	refreshments		
Sing Comp	entrance		
Come and Sing			
Fee	Salisbury Art		
Donations	Gift Aided	295	
	Trust Fund		
	Non Gift Aided		
	Small gift aid donations		
HMRC	Charities Tax Relief		
	Total	Income	295
		Balance	76899.1

SECTION C

HURN COURT OPERA

ACTIVITIES SUMMARY

JANUARY – DECEMBER 2020

FUND-RAISING EVENTS

Come and Sing-Opera Choruses

Sunday March 1st

There were 50 participants in this all day event with a short concert in the evening for friends.

MASTERCLASS(on-line)

Kate Royal

Tuesday 30th June

Three young singers participated in this masterclass

SINGING COMPETITION

Our annual national competition did take place this year in November. This took place on line with standardized recordings from 114 applicants across the country. 8 singers were successful in reaching the semi-finals. Due to lockdown the finals day on Sunday 15th November was cancelled. Through the generosity of prize donors and Hurn Court Opera Funds we were able to award £500 to each of the 8 semi-finalists.

Our planned Opera performance of *Così fan tutte* on the 7th and 9th and our Recital Programmes had to be cancelled due to Covid.

Section D - Summary of main achievements 2020, and impact on beneficiaries and society

Come and Sing fundraising event, 1 March

Attracted 50 local amateur singers to perform opera chorus repertoire, led by HCO Artistic Director

Gave chorus and solo opportunities to members of the local community

Concert open to the public

Raised awareness of HCO's work and £620 for HCO funds

Planned performance of *Così fan tutte*, 7 & 9 April

This had to be cancelled due to Covid

Although not contractually required, the trustees made cancellation payments to the principals in recognition of preparation work undertaken and the difficult prevailing circumstances

Online masterclass with soprano Kate Royal, 30 June

Three young professional singers chosen to take part in an online masterclass with international soprano Kate Royal

Publicised to our mail list and via social media

Over 70 viewers in the UK and abroad observed and Kate took their questions afterwards

Singer of the Year Competition, October/November

Attracted a record 114 entrants

Preliminary rounds held online

Finals could not be held live due to Covid but through the generosity of prize donors and HCO funds, we were able to award £500 to each of the eight semi-finalists

Section E - Hurn Court Opera Business Plan

. Strategic aspirations

- To form an organisation that would perform operatic and other music to a high standard in order to give emerging young singers opportunities to perform with a substantial degree of professionalism
- to give young singers the chance to work with established and eminent singers through mentoring, masterclasses, competitions etc.
- to champion new music
- to establish an annual singing competition for emerging professionals
- to remunerate professional singers, musical director, director and instrumentalists appropriately
- Developing a programme of visits to take classical singing into schools
- ensuring a local focus for performances, education work and fundraising
- Creating new partnerships with other similar organisations
- To develop an organisation structure which would enable the aspirations to be delivered with regular reviews of the Business and Financial Plans

1.2 Access

- Facilitating and publicising opportunities for young singers in music colleges to gain performance experience through a regular programme of recitals or operas.
- Showcasing young talent by promoting a programme of recital and operatic opportunities
- Developing relationships with music colleges specialising in singers
- Developing a wider community programme targeting singers
- Supporting performances in local arts venues
- Developing a programme of visits for students to take classical singing into schools
- Developing a public profile for HCO to encourage wider participation

1.3 Supporters

- Develop and launch the HCO programme to supporters
- Exploit the talent and public profile of the President & Vice Presidents
- Establish a Patrons, Friends and Sponsorship Schemes
- Maintain a mailing list of supporters to encourage attendance at events

1.4 Young singers

- Offering opportunities to gifted and talented young singers
- Establishing a separate bursary scheme for young singers
- Creating young and student members support/mentoring schemes
- Support the transition process from study to professional careers

1.5 Delivery of the Business Plan

- Agreeing the appropriate structure and governance for the organisation
- Agreeing and publicising the Events Programme
- Developing a robust financial model supported by fundraising events and schemes
- Setting up financial systems and regular financial reviews

Action Plans 2019-2021

Year 3 2019

Year 3 2019	Target	Outcome
Promote fundraising events	4	4
Performance opportunities for graduate professionals	25	26
Recitals programme for graduate singers	5	5
Promote Opera productions	2	1
HCO Opera Singer Competition	50	48
HCO Song Competition	50	48
Ongoing recruitment of new Friends	10	30
Attract Sponsors for specific projects	5	6
Review Governance structures for development needs	June 2019	Achieved – see Appx 1
Review Financial processes and protocols	Jul 2019	Achieved
Develop Recital Series at Merley House for 2020/21	Nov 2019	Achieved

Decision taken June 2019 to change timing of Singing Competition to avoid summer opera programme commitments affecting take up.

Year 4 2020

Year 4 2020	Target	Outcome*
Promote fundraising events	4	1
Performance opportunities for graduate professionals	40 (2 perfs Cosi; 1 of Acis)	Online performances invited and uploaded to website
Recitals programme for graduate singers	5	1 online masterclass
Promote opera productions	2	-
HCO Singer of the Year Competition	60	114 (online)
New Friends	10	12
Attract sponsors for specific projects	1	2
Review governance structures	By end of year	ongoing
Review Financial processes and protocols	By end of year	ongoing
Develop Recital Series at Merley House for 2021/22	November 2020	Plans on hold during 2020

Appx 1 Development Plans for 2020	Outcome*
MH - Set and light design	Behind-scenes visit Wexford took place. Ongoing.
LA - Conducting mentoring & workshops	One training session achieved. Ongoing
AF – Accounting and grant application mentoring	Accounts successfully audited. Ongoing
KM – Governance issues for charities	Ongoing
RC – Social media for marketing	Training cancelled due to Covid. Ongoing
JA – Production and movement mentoring	Ongoing

*Outcomes for 2020 impacted by Covid 19

Year 5 2021 – planning on hold during 2020 due to CV-19

Year 5 2021	Target	Outcome
Promote fundraising events	4	
Performance opportunities for graduate professionals	40	
Recitals programme for graduate singers	5	
Promote opera productions	2	
HCO Singer of the Year Competition	70	
Establish & operate Patrons Scheme	5	
Attract sponsors for specific projects	2	
Review Governance structures	ongoing	
Gift Aid procedures agreed and publicised	ongoing	
Review financial processes and protocols	ongoing	
Develop recital series for 2021/22	ongoing	

Updated October 2021
Andrew Foot & Rosie Clay