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REGISTERED CHARITY NUMBER: 1181169

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 December 2020
for
Brixton Chamber Orchestra

Warr & Co Limited
Chartered Accountants
76 Manchester Road
Denton
Manchester
M34 3PS

Brixton Chamber Orchestra

Contents of the Financial Statements
for the Year Ended 31 December 2020

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Brixton Chamber Orchestra

Chairman's Report **for the Year Ended 31 December 2020**

The strictures imposed upon us all by the Covid pandemic and ensuing public health measures took a heavy toll on the Brixton Chamber Orchestra. The challenge was to make it through. Time away from performance was used to ensure that the orchestra would emerge from lockdown ready to relaunch its public activities.

Despite everything, the BCO managed to deliver twenty-four public performances between August and December, strengthening our roots in local communities as we helped to welcome people back into public spaces and provide some much-needed musical joy.

Looking forward, we anticipate the need to develop a sustainable organisational structure capable of supporting the BCO's burgeoning public role in providing high quality live musical performances in unexpected spaces and to new audiences.

We remain thankful to Music Director Matthew O'Keeffe, for continuing to deliver the musicianship, esprit de corps and unpredictable and inclusive performances. His and the orchestra's hard work and determination to keep performing was rewarded by the reactions of all those who encountered the BCO in a housing estate or on the streets of Brixton - some of whom also ended up joining in with one of their many performances during the latter half of 2020.

Brixton Chamber Orchestra
Report of the Trustees
for the Year Ended 31 December 2020

The trustees present their report with the financial statements of the charity for the year ended 31 December 2020. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005.

Reference and administrative details

Registered Charity number

1181169

Principal address

1 Rosedene Avenue
London
SW16 2LS

Trustees

H Little
Dr Y Fitzpatrick
G Glennon
H Warner

Independent examiner

Warr & Co Limited
Chartered Accountants
76 Manchester Road
Denton
Manchester
M34 3PS

Structure, governance and management

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes an unincorporated charity.

The Brixton Chamber Orchestra (BCO) is constituted as a Charitable Incorporated Organisation, with a constitution as its governing document.

Recruitment and appointment of new trustees

The trustees are nominated & appointed by the Board of Trustees. Information about trustee responsibilities are made available to all trustees in a shared drive. New guidance and information from the Commission is regularly circulated.

Brixton Chamber Orchestra
Report of the Trustees
for the Year Ended 31 December 2020

Structure, governance and management

Organisational structure

The Board of Trustees sets the broad strategy for how the BCO will achieve its charitable objects. The Board determines financial and organisational priorities, which includes scrutinising and approving all performance projects and spending plans. Trustees regularly offer their time and expertise to build and develop the organisation, including making recommendations as to the artistic direction of the BCO, and effecting the vital introductions which make these ideas possible.

The BCO engages Matthew O'Keeffe as its director, who is a non-voting member of the Board and is responsible for the artistic and logistical leadership of the organisation. The director works with several contracted and freelance staff to deliver the strategy as set by the Board of Trustees. Staff remuneration is set as part of the annual budget. Trustees have looked at the rate of pay for similar posts with other new charities and consider this good value for money. The director is also the Data Protection Officer.

The Board is also responsible for the overseeing of the risks faced by the charity. Risks are identified and assessed with controls established throughout the year. A formal review of the charity's risk management processes are undertaken on an annual basis. Risk is considered with respect to artistic reputation, financial sustainability, and project delivery. In more detail:

Artistic reputation

The BCO's success is built in part on the substance and quality of its performances. We manage the risk of a decline in artistic quality in two ways. Firstly, we take qualitative and quantitative feedback from audiences whenever possible, analysing the results and responding in future planning. Secondly, we regularly review which musicians we engage, and how much rehearsal time we should book with them.

Financial sustainability

Annual budgets are developed and presented to the Board for approval. An analysis of recent and upcoming spending is reported to the Board at each quarterly trustee meeting. As a charity which is very strongly reliant on achieving grants to support its work, we pay particularly close attention to our performance in applications for funding judged against the budget and plan contingency measures to deal with any shortfall.

Project delivery

Projects are planned to a timeline and checklist to ensure nothing is overlooked. Up-to-date information is stored on a shared drive to ensure all staff are working from the same details. Risks to the orchestra's instrumentalists and the public at events are mitigated through specific risk assessments carried out by project managers. Proposals for larger projects are shown to the trustees for approval before time and financial resources are put into delivery.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

Objectives and activities

Objectives and aims

The charitable objectives of the Brixton Chamber Orchestra are to advance the art of music for the public benefit, and to promote, sustain, and increase individual and collective knowledge of music, by providing public concerts and such other ways as the organisation, through its board of trustees, shall determine from time to time.

Brixton Chamber Orchestra
Report of the Trustees
for the Year Ended 31 December 2020

Objectives and activities

Significant activities

In 2020 the BCO undertook twenty-four performances which satisfy one or more of the following strategic aims: to reach new audiences with live orchestral performance; to provide a training and performance platform for local musicians; to innovate new orchestral experiences in less traditional environments; to embed in the local community as Brixton's own orchestra.

The BCO had decided to focus on fundraising in January and February before launching a busy season in March, with large and small projects lined up throughout the year. We gave two performances in March - entertaining students and guests at the Lambeth Made Awards in Lambeth College, and performing with developing young vocalists at School Grounds Sounds' five year celebration in Brixton's Hootananny. When the lockdown was announced, the Board called an emergency meeting at which the implications of the Coronavirus pandemic were discussed. Almost all projects for the remainder of the year were cancelled and we took the decision to terminate the contract with our project manager due to shortage of funds and an absence of work. It was decided that this period without performance activities could be valuable to BCO to develop the organisation. As there were few reserves, the director offered to take a pay cut, donating his time between April and July in order to undertake development work which included the creation of a new website. The Board agreed to meet monthly to review Covid restrictions and consider the risks that BCO faced during the pandemic and to ensure that we emerged from successive lockdowns and performance restrictions in a stable and resilient state, able to serve the Brixton community with high quality and innovative orchestral projects. We were grateful to be awarded £5k by Arts Council England from the Emergency Covid Fund which was fundamental to our survival over the course of the pandemic.

Trustees decided that we should focus on delivering a tour of community venues as soon as restrictions were lifted. We adapted our Christmas Estates Tour project for delivery outdoors across Lambeth as soon as was feasible. From 13 to 16 August, the BCO performed seven one-hour concerts in outside communal areas on seven different housing estates. A group of twenty-one professional musicians and singer Georgia Jade, rapper EM x M3 and conductor/compere Matthew O'Keeffe performed eclectic sets, featuring music spanning three centuries and four continents. A rough headcount identified 325 listeners, of whom about one-fifth were children. All of the concerts were free to the public, with advertising limited to the estates themselves to ensure audiences had space to be socially distanced. This project was funded by the Q Charitable Trust and Lambeth Council.

Here's what people said:

- It was so accessible - I've never seen an orchestra play before. I imagine it as being something that happens in expensive venues like the Albert Hall. I went because it was so close and free so had nothing to lose and it was amazing!
- Loved the range of music. Sheer joy and unexpectedness of it! The fact that so many people of so many backgrounds, ages etc were sat enjoying it. My 6 year old was transfixed!
- The conductor, soloists, programme choices - it was all so far beyond what I expected from a free gig. We loved the fluid mixing of genres: my husband adored the rap and your rendition of the Intermezzo from Cavalleria Rusticana had tears running down my face. Thank you for stirring all our hearts this afternoon.

Brixton Chamber Orchestra

Report of the Trustees **for the Year Ended 31 December 2020**

Objectives and activities

Significant activities

The BCO has performed a concert at the St Michael's Arts Festival (Stockwell) since the festival's inception in 2017. Whilst it looked unlikely that large events would be possible in 2020, we were approached by the festival to provide a series of videos which could serve as the central offering of a digital festival. We spent two days recording five performance videos in St Michael's Church in mid-October, featuring music by Bach, Puccini, Gabrieli, Farrenc and Ravel, played by socially-distanced chamber groups of between nine and thirteen players. Recordings were released daily over the festival week and gained over 700 views locally.

After the positive response to our Summer Tour, we decided that the BCO should commit to returning for Christmas, despite the difficulties, to bring some much-needed festive joy to our public spaces. We adapted the tour again to work outdoors in December by fielding a Concert Band of wind and brass instruments, to better withstand the cold and project well outdoors. We planned twelve performances from 11-20 December in outside communal areas on ten housing estates, one youth centre and one park. A group of thirty-eight musicians - twenty-one professionals and seventeen volunteers, plus singer Georgia Jade and rapper SBK - performed an hour-long programme which included seasonal songs, Broadway hits, Band classics, Shostakovich's Festive Overture and a newly commissioned medley of Disco music. Unfortunately, London entered a tier 3 lockdown soon after the first weekend of performances and the remainder of the tour was cancelled.

Despite this, audiences exceeded 600. The project was funded by Lambeth Council and Arts Council England.

Here is some feedback from our hosts:

- Great communication, they were able to set up outside with minimal fuss...music itself was excellent. No negative comments whatsoever, we would love for you to perform at our events again in the future and would 100% recommend you!
- We loved having you at Myatt's Field... It is one of our priorities to engage young people more in the park and so it was wonderful to have such a diverse group of talented musicians performing there. We also noted that it attracted a younger audience which was great.
- I had a great time and everybody else seemed to enjoy it too. Quite a lot of people came from the China Walk Estate too, which I was really pleased about, and from the hotel over the road which currently caters for [people with] special needs, as well as from the church. A true community event! It was very well organized, proactive, and created community benefit, which is rare.

The BCO also made itself available outside of lockdown for hire by organisations in Lambeth. We performed carols in Brixton Market hosted by Brixton Bid, and gave a Christmas party for members at The Department Store in central Brixton.

We confirm that the trustees have had regard to the Charity Commission's guidance on public benefit when approving these activities.

Brixton Chamber Orchestra

Report of the Trustees
for the Year Ended 31 December 2020

Objectives and activities

Public benefit

The Brixton Chamber Orchestra's work benefits the general public through sustaining, promoting & developing the art of live music in public and private performances.

The trustees have considered the charity's public benefit and concluded:

1. That the aims of the organisation continue to be charitable;
2. That the aims and the work done give identifiable benefits to the charitable sector and both indirectly and directly to individuals in need;
3. That the benefits are for the public, are not unreasonably restricted in any way and certainly not by ability to pay;
4. That there is no detriment or harm arising from the aims or activities.

Brixton Chamber Orchestra
Report of the Trustees
for the Year Ended 31 December 2020

Achievement and performance

Charitable activities

In 2020, the BCO delivered seven projects to combined audiences of over 1500. The following achievements are organised in relation to our strategic aims.

To reach new audiences

Through two Estates Tours, we were able to reach over six hundred residents, the majority of whom were not regular classical concert-goers. Inclusion of rap and pop genres alongside classical music continues to attract and engage audiences who do not consider themselves classical music fans, but profess to enjoy the programme in its entirety. Feedback collected during our Summer Tour suggests that one in ten members of our audience had never seen an orchestra perform live before, and nearly a third say they do not regularly attend live music events of any kind. All respondents said they would recommend BCO performances to friends and family, a claim reflected in the fact that one third of our audience had found out about the BCO through word of mouth. Across all performances, approximately forty percent were from visible ethnic minorities. Audiences at our Estates Tours continue to increase substantially with each visit.

To provide a platform

For our Christmas Tour, we recruited seventeen volunteer instrumentalists (from students to pensioners) to rehearse and perform alongside our professionals. Most were from South London and all stated a desire to perform with us again. The tours provided opportunities for two young professional rappers to work with a live orchestra for the first time. We also introduced more resident participation, collaborating with dancers, rappers and singers at Angell Town and Stockwell Park Estates. Music videos recorded for St Michael's Arts Festival gave chamber music and solo platforms to our principals, which were otherwise a rarity in 2020.

To innovate new orchestral experiences

Projects that included new orchestral performance formats and programmes were largely cancelled or postponed in 2020. However, bold commissions of new arrangements for orchestra and concert band demonstrated a continued commitment to musical innovation. Estates Tours continue to innovate by establishing large housing estates as natural locations for professional live music.

To embed in the community

In 2020, we succeeded in providing live music for local communities at a time when very few live arts events were taking place. This was clearly appreciated, and was reflected in audience numbers and feedback. Our increasingly productive relationships with estate tenants' associations, as well as new connections with Homes for Lambeth and Metropolitan and Thames Valley Housing, are cementing our position as a serious provider of live music for Lambeth residents. For our Christmas estates tour, we recruited six volunteers to act as ushers, to increase community organisational involvement. We established a new relationship with the Marcus Lipton Community Centre (bordering the Loughborough and Angell Town Estates), where we rehearsed and developed plans for workshops and a festival, and also with Lambeth Made, which supports and celebrates community work across the borough.

The BCO is very grateful to the trusts, partners, donors and all those who have supported our work throughout this difficult year.

Brixton Chamber Orchestra
Report of the Trustees
for the Year Ended 31 December 2020

Achievement and performance
Charitable activities

Financial review

Income for the year amounted to £40,351, representing performance fees £10,450 grants £29,240 and donations £661.

Expenditure on Charitable Activities amounted to £28,873. The resultant net surplus for the year amounted to £2,217.

All project proposals are judged against our strategic aims before being signed off by trustees, thus we ensure that resources are directed appropriately. The Trustees have considered the financial position of the charity, reviewed plans for the year 2021 and have concluded that Brixton Chamber Orchestra can continue to trade viably for the next twelve months from the date of signature of these accounts.

Future plans

The BCO will maintain the strategic aims outlined above in this document and will deliver projects which further those aims. There will be substantial challenges in 2021, with ongoing Covid restrictions restricting our ability to perform and a contracted national economy jeopardising our capacity to fundraise.

We will prepare to deliver as much live music in Brixton as is possible when Covid restrictions lift and respond to the inevitable thirst for live arts experiences. We aim to be a regular fixture in and around Brixton Market from late Spring onwards. We will deliver larger scale Estates Tours in the Summer and at Christmas, with more performances to more people on more housing estates where possible. We are also developing a few innovative music events with commercial partners to help bring the public back into restaurants, clubs and pubs.

Public health measures permitting, we hope to hold at least one full-scale symphonic concert with our volunteer musicians, and at least one bespoke rap music event in a Brixton venue.

Schools will need to prioritise academic catch-up, so our plans to further music education will shift to working with youth and community centre partners. A Musical Storytime project, in collaboration with Skewbald Theatre, to be delivered in schools and libraries, will be postponed.

We will continue to be available for hire in various configurations to other organisations in Brixton. This will allow us to extend our local reach and impact.

Organisational Development

Over the coming years, the BCO plans to develop into a sustainable arts organisation, which can serve the people of Brixton and beyond for many years to come. To this end, we have secured funding from the Q Charitable Trust to hire a dedicated marketing and development manager. We also plan to establish a Supporters' Scheme of regular giving, and form relationships with new funding bodies and commercial organisations

Approved by order of the board of trustees on 15 November 2021 and signed on its behalf by:

Dr Y Fitzpatrick - Trustee

Independent Examiner's Report to the Trustees of
Brixton Chamber Orchestra

I report on the accounts for the year ended 31 December 2020, which are set out on pages ten to sixteen.

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 have examined your charity's accounts as required under section 145 of the Charities Act 2011 ('the Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

My role is to state whether any material matters have come to my attention giving me cause to believe:

1. that accounting records were not kept as required by section 130 of the Act; or
2. that the accounts do not accord with those records; or
3. that the accounts do not comply with the accounting requirements of the Act; or
4. that there is further information needed for a proper understanding of the accounts.

Independent examiner's statement

I have completed my examination and have no concerns in respect of the matters (1) to (4) listed above and, in connection with following the Directions of the Charity Commission I have found no matters that require drawing to your attention.

Nicola Joyce ACA, FCCA
The Association of Chartered Certified Accountants
Warr & Co Limited
Chartered Accountants
76 Manchester Road
Denton
Manchester
M34 3PS

15 November 2021

Brixton Chamber Orchestra

Statement of Financial Activities
for the Year Ended 31 December 2020

			Year ended 31.12.20	Period 14.12.18 to 31.12.19
	Notes	Unrestricted fund £	Restricted fund £	Total funds £
Incoming resources				
Incoming resources from generated funds				
Voluntary income		661	5,000	5,661
Activities for generating funds	2	10,450	-	10,450
Incoming resources from charitable activities				
Estates tours		-	24,240	24,240
Total incoming resources		11,111	29,240	40,351
 Resources expended				
Costs of generating funds				
Performance costs		5,111	2,650	7,761
Charitable activities				
Estates tours		868	24,240	25,108
General activities		2,165	1,600	3,765
Governance costs		750	750	1,500
Total resources expended		8,894	29,240	38,134
 Net incoming resources		2,217	-	2,217
 Reconciliation of funds				
Total funds brought forward		787	-	787
 Total funds carried forward		3,004	-	787

The notes form part of these financial statements

Brixton Chamber Orchestra

Balance Sheet **At 31 December 2020**

	Notes	Unrestricted fund £	Restricted fund £	31.12.20 Total funds £	31.12.19 Total funds £
Fixed assets					
Tangible assets	5	474	-	474	558
Current assets					
Debtors	6	4,450	4,600	9,050	2,680
Cash at bank		640	(380)	260	9,901
		<u>5,090</u>	<u>4,220</u>	<u>9,310</u>	<u>12,581</u>
Creditors					
Amounts falling due within one year	7	(2,560)	(4,220)	(6,780)	(12,352)
Net current assets		<u>2,530</u>	<u>-</u>	<u>2,530</u>	<u>229</u>
Total assets less current liabilities		<u>3,004</u>	<u>-</u>	<u>3,004</u>	<u>787</u>
Net assets		<u><u>3,004</u></u>	<u><u>-</u></u>	<u><u>3,004</u></u>	<u><u>787</u></u>
Funds	8				
Unrestricted funds				3,004	787
Restricted funds				-	-
Total funds				<u><u>3,004</u></u>	<u><u>787</u></u>

The notes form part of these financial statements

Brixton Chamber Orchestra

Balance Sheet - continued
At 31 December 2020

The financial statements were approved by the Board of Trustees on 15 November 2021 and were signed on its behalf by:

Dr Y Fitzpatrick -Trustee

G Glennon -Trustee

H Little -Trustee

H Warner -Trustee

The notes form part of these financial statements

Brixton Chamber Orchestra

Notes to the Financial Statements **for the Year Ended 31 December 2020**

1. Accounting policies

Accounting convention

The financial statements have been prepared under the historical cost convention, and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008), the Charities Act 2011 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities.

Incoming resources

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Resources expended

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 15% on cost
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Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

The restricted fund is in respect of the Estates tours.

2. Activities for generating funds

	Year ended 31.12.20 £	Period 14.12.18 to 31.12.19 £
Performance fees	10,450	17,775
Ticket sales	-	841
	<u>10,450</u>	<u>18,616</u>

Brixton Chamber Orchestra

Notes to the Financial Statements - continued
for the Year Ended 31 December 2020

3. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 December 2020 nor for the period ended 31 December 2019.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2020 nor for the period ended 31 December 2019.

4. Staff costs

	Year ended 31.12.20 £	Period 14.12.18 to 31.12.19 £
Wages and salaries	7,761	5,043

The average monthly number of employees during the year was as follows:

	Year ended 31.12.20	Period 14.12.18 to 31.12.19
Artistic Director and CEO	1	1
Project manager	1	1
	2	2

No employees received emoluments in excess of £60,000.

A sum of £1,400 (2019 £3,862) was paid to the Artistic Director and CEO.

Brixton Chamber Orchestra

Notes to the Financial Statements - continued
for the Year Ended 31 December 2020

5. Tangible fixed assets

	Fixtures and fittings £
Cost	
At 1 January 2020 and 31 December 2020	656
Depreciation	
At 1 January 2020	98
Charge for year	84
At 31 December 2020	182
Net book value	
At 31 December 2020	474
At 31 December 2019	558

6. Debtors: amounts falling due within one year

	31.12.20 £	31.12.19 £
Trade debtors	4,450	2,680
Other debtors	4,600	-
	9,050	2,680

7. Creditors: amounts falling due within one year

	31.12.20 £	31.12.19 £
Other creditors	6,780	12,352

8. Movement in funds

	At 1.1.20 £	Net movement in funds £	At 31.12.20 £
Unrestricted funds			
General fund	787	2,217	3,004
TOTAL FUNDS	787	2,217	3,004

Brixton Chamber Orchestra

Notes to the Financial Statements - continued
for the Year Ended 31 December 2020

8. Movement in funds - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	11,111	(8,894)	2,217
Restricted funds			
Restricted fund	29,240	(29,240)	-
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	40,351	(38,134)	2,217
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Comparatives for movement in funds

	Net movement in funds £	At 31.12.19 £
Unrestricted Funds		
General fund	787	787
	<hr/>	<hr/>
TOTAL FUNDS	787	787
	<hr/> <hr/>	<hr/> <hr/>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	8,324	(7,537)	787
Restricted funds			
Restricted fund	26,935	(26,935)	-
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	35,259	(34,472)	787
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Brixton Chamber Orchestra

Detailed Statement of Financial Activities
for the Year Ended 31 December 2020

	Year ended 31.12.20 £	Period 14.12.18 to 31.12.19 £
Incoming resources		
Voluntary income		
Donations	661	7,483
Grants	5,000	-
	<hr/> 5,661	<hr/> 7,483
Activities for generating funds		
Performance fees	10,450	17,775
Ticket sales	-	841
	<hr/> 10,450	<hr/> 18,616
Incoming resources from charitable activities		
Grants	24,240	9,160
	<hr/> 40,351	<hr/> 35,259
Total incoming resources		
Resources expended		
Performance costs		
Wages	7,761	5,043
Charitable activities		
Insurance	89	-
Repairs and renewals	214	-
Advertising	2,961	1,130
Musician's fees	25,108	24,299
Other delivery costs	415	3,002
Fixtures and fittings	84	98
	<hr/> 28,871	<hr/> 28,529

This page does not form part of the statutory financial statements

Brixton Chamber Orchestra

Detailed Statement of Financial Activities
for the Year Ended 31 December 2020

	Year ended 31.12.20 £	Period 14.12.18 to 31.12.19 £
Governance costs		
Accountancy	1,500	900
Support costs		
Finance		
Bank charges	2	-
Total resources expended	38,134	34,472
Net income	2,217	787

This page does not form part of the statutory financial statements