THE ROYAL SCHOOL OF CHURCH MUSIC

England & Wales · Charity number 312828

Details

Other names	ROYAL SCHOOL OF CHURCH MUSIC, RSCM
Status	Registered
Legal form	Charitable company
Company number	00250031
Registered	1963-04-10
Register	View on the Charity Commission register

Contact

Address	The Royal School Of Church Music 19 The Close Salisbury SP1 2EB
Phone	01722424852
Email	enquiries@rscm.com
Website	www.rscm.org.uk

Activities

Objects: TO PROMOTE THE STUDY, PRACTICE AND IMPROVEMENT OF MUSIC, AND SUCH OTHER MATTERS AS IN THE OPINION OF THE ASSOCIATION SHALL BE RELEVANT TO THE CONDUCT OF CHRISTIAN WORSHIP.

Activities: We aim to encourage and inspire the best use of music, above all in Christian worship, formation and outreach. We do this by both direct and indirect education and training. Through our staff, volunteers and partnerships, we provide short courses, extended learning programmes, publications and resources, advice and advocacy. We work with people of all ages, abilities and levels of resource.

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Religious Activities, Arts/culture/heritage/science
- **Who:** Children/young People, Other Charities Or Voluntary Bodies, Other Defined Groups

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Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,591,241	£1,274,889	£1,399,076	18
2023-12-31	£1,348,982	£1,359,960	£1,094,737	21
2022-12-31	£1,264,264	£1,382,270	£1,070,490	26
2021-12-31	£1,092,917	£1,191,317	£1,301,043	31
2020-12-31	£1,099,656	£1,282,727	£1,286,249	32

Trustees

Name	Role	Appointed
ANDREW MORGAN		2019-04-24
Baroness Susan Hayman		2024-06-20
CHRIS BRIDGES		2019-04-24
Dr Margaret Joan Greenwood		2021-06-15
EDWARD WILD		2019-04-24
John Halsey		2020-06-08
Joseph Al-Khalili		2025-03-15
Martin Honeywood		2023-06-22
Sammi Tooze		2023-06-22
Sean Edward Costello		2023-09-28
Tansy Castledine		2020-06-08

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THE ROYAL SCHOOL OF CHURCH MUSIC

England & Wales - Charity number 312828

Accounts

REPORT OF COUNCIL AND ACCOUNTS

For the year ended
31 December 2024

Enabling the flourishing of church music

Registered Charity Number 312828

A Company Limited by Guarantee, Company Registration Number 250031

Registered Office
19 The Close, Salisbury, Wiltshire SP1 2EB

Founded by Sir Sydney Nicholson in 1927

Registered Charity Number 312828
A Company Limited by Guarantee, Company Registration Number 250031

Registered Office
19 The Close, Salisbury, Wiltshire SP1 2EB

Governing Document
Memorandum and Articles of Association dated 25 July 1930, most recently amended at RSCM's AGM on 18 September 2017

Charitable Objects
The RSCM exists to promote the study, practice and improvement of music and other matters relevant to the conduct of Christian Worship. Our main activities in pursuit of this object are the provision of programmes of education, training courses, resources, publications and advisory services to subscribing individuals, churches, colleges and other bodies, both in house and by working in partnership with other organisations.

Royal Patron
His Majesty the King

Patrons
The Right Revd The Moderator of the General Assembly of the Church of Scotland
His Eminence the Cardinal Archbishop of Westminster
The Revd The Moderator of the Free Churches Group
The Rt Revd and Rt Hon The Lord Carey of Clifton

President
His Grace The Lord Archbishop of Canterbury

Vice-Presidents
The Right Revd David Stancliffe
Brian Kay (to July 2024)

Report of Council for the year ended 31 December 2024 incorporating the Directors' Report

Objectives and Activities

Aims

The mission of the Royal School of Church Music (RSCM) is to enable the flourishing of church music.

The RSCM's current 5-year Strategic Plan continues to provide the reference point for our planning and activity; coupled with the milestone of RSCM's centenary in 2027 our focus is on long-term horizons and clarity of future direction.

The key purpose of the RSCM is enabling the flourishing of church music by:

Celebrating our past
Encouraging and resourcing the present
Inspiring the future

It is based on the following **Missional Values:**

The RSCM is an independent UK charity dedicated to supporting, nurturing and sustaining church music. We provide relevant education, training and resources to our members and to the wider church in countries all around the world.

- We work to improve the study and standard of music in Christian worship.
- We advocate for music as a missional tool for church growth.
- Our work is underpinned by our Christian faith. We value each person as bearing the image of God and as a being who should be protected from harm.
- We strive to broaden the church music landscape, to make it more inclusive and more active.

The RSCM's **principal beneficiaries** are:

1. **Young people**, without whom there is no future for church music or, indeed, for the church as a whole.
2. **Music leaders**, who bear the responsibility for the flourishing of church music in their context today and play a key role in the nurture and support of the next generation of church musicians.
3. **Worship leaders** (including, but not exclusively, clergy), who can help to ensure that music finds its place within the mission and ministry of the local, diocesan, and national church, supporting growth in faith and discipleship.

Young people need to form the focus of thinking if we are to enable the long-term flourishing of church music.

Our vision for the future

1. RSCM as the principal organisation for educating, training and resourcing church musicians

2. RSCM as the principal agent for creating a landscape where:

- There is a larger number of effective church musicians, more of whom have relevant qualifications
- Clergy and lay leadership are better aware of the potential for music in worship and Christian life and spiritual development
- More people in the wider community actively engage with church music

Strategic Priorities (drawn from the RSCM Strategic Plan)

1. **Encouraging the development of church music and musicians –**
   RSCM as an education charity

2. **Bringing people closer to God through music –**
   RSCM as a source of resource and support

3. **Promoting music in worship and excellence in music –**
   RSCM as a public advocate

RSCM's business plan, supported by detailed project plans, allows senior management, together with Council, to deliver the strategic plan effectively, focused on achieving maximum impact from the resources available.

The RSCM in 2024: Achievements and Performance

Education is at the heart of the RSCM's name, and at the heart of its mission.

A new Education Strategy was written and launched during 2024, and is now used to plan forwards activity. A new Education staff structure has been developed to support the strategy with the appointment of new colleagues, and the Education Programmes Manager given more responsibilities. The staff team are planning further ahead with clear focus on impact, positive engagement, and successful outcomes.

The Education department has become more outward facing, including making regular contributions to the Church of England Growing Faith networks; and becoming a Flourish music partner.

Key work in 2024 to support priority beneficiaries included:

- A very successful residential course for nearly 100 young people ('the **Bath Course'**), including a wide range of music, new commissions, varied worship, and skill development, as well as fostering a real sense of community.
- The **Millennium Youth Choir** (from January 2025 re-named 'RSCM Youth Choir') undertaking a successful residency in Norwich
- The **Emerging Leaders** programme expanding significantly to provide a comprehensive online programme of input and support in addition to residential course opportunities
- Publicly launching **Voice for Life® Digital**, a companion to the print edition.
- The **Hymnpact® Pathway Project** – funded by the CofE, looking at how music can facilitate the connections between school, church and personal faith development in young people – developed some compelling case studies

RSCM's wider education programmes also showed growth, including the re-launch of Church Music Skills (Organ) via RSCM's online learning Hub, and the continued growth of our Singing awards programme.

RSCM Celebration Day (19th October) in St Albans Cathedral presented Honorary Awards, Voice for Life Awards and new for 2024 the Church Choir Award (awarded jointly by RSCM and CMT). The service featured a Come and Sing Stanford Evensong (2024 marking the centenary of Stanford's death) directed by Dr David Hill. Over 100 singers, including a good number of under-18s, formed the choir.

Local events

39 events using the new Member Organised Events system took place, including two led by RSCM's Director, Hugh Morris. A particular highlight was the Come and Sing Orchestral Stanford Evensong, held as a joint event with Coventry Cathedral. 250 singers, together with the Warwick Symphony Orchestra were conducted by Nicholas Cleobury. The RSCM is hugely grateful to all who have volunteered to help the charity in this way, and for the contribution they have made.

Raising funds

Raising funds to support our work is a critically important activity. There were a number of significant successes during 2024, with the charity's better-defined Education Strategy and a clear focus on children and young people, appearing to pay dividends. A number of grant funders have made repeat grants, including some on an annual basis; the award of £100k from the Garfield Weston Foundation was twice the previous grant.

RSCM Music Sunday (9th June 2024). 75 churches actively participated this year. The Big Hymn Sing struck a chord, and there was an international flavour with events in Sri Lanka, Canada, Australia and New Zealand. The range of events registered was very varied; some had a specific young people focus, and others included engagement from non-member churches.

The **Friends scheme** continues to work well, with 197 friends at different levels of support
A successful lunch for our major donors was held at the Charterhouse in London , followed by a recital from two members of the Millennium Youth Choir, and attendance at Evensong at St. Paul's Cathedral in reserved seats.

An invitation to our **Annual Lecture** is one of our Friends benefits, and in 2024 was presented on 18th September as An Evening with John Bell on "The limitless resources of local church music". This was delivered in person to a large audience at St. Thomas's church Salisbury and was also available on-line from September 25th, receiving excellent feedback.

The **Legacy Society** continues to be well supported, and in 2024 the annual service was again held in Sarum College Chapel, led by The Rev'd Canon Kelvin Inglis (Salisbury St Thomas) and also enjoyed a post lunch talk by Simon Lole on his career in church music.

The **Annual Appeal** in 2024 was again more successful than the previous year, raising £14,107 (attracting £2840 in Gift Aid) (2023: £12,947 + £2140).

Safeguarding

RSCM continues to place the highest priority both on providing effective safeguarding arrangements for all RSCM activities, but also on maintaining a safeguarding-first culture across the charity.

Key progress during 2024 has included:

- Formalising our arrangement with the CofE National Safeguarding Team for RSCM staff, trustees and volunteers to access online safeguarding training, free of charge.
- Ensuring all with a current relevant relationship with the RSCM have completed at least the Basic level of CofE online training.
- Strengthening connections with Diocesan Safeguarding Advisors,

Internally, safeguarding processes have been reviewed to create more efficient ways of working, and the records integrated securely into the CRM system.

Because RSCM uses external tutors and examiners to work with under 18s, there are a significant number of checks required.

There are approximately 65 individuals with an ongoing teaching/work relationship with the RSCM, requiring 3 elements of safeguarding 'clearances': Confidential Self Declarations; DBS (or equivalent) checks; and safeguarding training. Each are renewed every three years.

All 2024 courses and activities were completed without any significant safeguarding concerns.

Membership

The RSCM is a membership organisation, and supporting that membership remains a key priority for the charity. The Members' Area has continued to grow and develop, with increased access to digital resources alongside the printed magazines. Benefits continue to be reviewed to ensure that the membership offer remains compelling, serves the needs of our members, wherever and in whatever context they may be working.

The programme of monthly online events, free to members, has continued, with feedback from audiences informing forwards planning. 2024 ended with 60 people registering for the session *Demystifying Plainchant* with Martin Baker in December. The partnership with the Church Times on the Festival of Faith and Music was also a highlight of the year, as we continue to work to support the membership across the world.

RSCM Publishing

Since 2023, RSCM Enterprises has been the trading subsidiary, wholly owned by RSCM. It currently includes RSCM Publishing, RSCM Music Shop, and RSCM Singing Breaks. In 2024, turnover increased by over 9% on the previous year, with general improvement in sales, turnover and gross profit.

2024 was the Centenary of the death of Charles Villiers Stanford. Stanford's children left the rights to his works to the School of English Church Music, which became the RSCM in 1945. During the year, RSCM Publications produced new editions of a number of Stanford's works edited by Professor Jeremy Dibble, including 'Ye choirs of new Jerusalem', and 'For lo! I raise up'. Professor Dibble also put together 'The Stanford Responses', a setting of the Preces and Responses based on a variety of Stanford's melodies. A 'Come & Sing Stanford Evensong' was published and used for RSCM Celebration Day at St Alban's Cathedral. Stanford was also the focus of the successful RSCM Singing Break, held this year at Queen's College, Cambridge.

Further new publications in 2024 included 'Last words of love', a Passiontide devotion with anthems in a range of styles, together with appropriate hymns. Rehearsal tracks, recorded by St Martin's Voices, are available for all the anthems; 'Sing to the Lord!' 30 hymn meditations by Gordon Giles; 'The RSCM Book of Psalm Songs', a collection of 70 tried and tested settings of 50 psalms and canticles; and finally, 'A Season to Sing', by RSCM composer Joanna Forbes L'Estrange, is a choral re-imagining of Vivaldi's The Four Seasons. It was co-commissioned by over 50 choirs around the world. Joanna will be leading the RSCM Singing Break in 2025, which will feature a performance of 'A Season to Sing'.

Online Presence

The RSCM's strategic social media activity continues to increase, with regular targeted posting across all platforms. Greater use of visual material, especially short-form video ('reels') is proving helpful in attracting engagement and new followers. Consistent branding (logos/colours/typefaces) on social media posts ensures that viewers/followers are aware of the RSCM's profile, mission and activities.

Period – June to Sept	**2024**	**2023**
Posts across all networks	1568	153
Post impressions	611K	235K
Post reach across networks	447K	207K
Facebook – post engagement	5.36%	5.28%
Instagram –post engagement	7.54%	11.15%
X/Twitter – post engagement	3.38%	2.93%

Our e-Newsletters continue to be an effective tool for engagement. Notes from the Director is issued every four weeks. The new Events newsletter and the Publications newsletter also have a significant circulation.

Partnerships and connections

The RSCM has a growing list of organisations with which it has an active and engaged relationship, enabling us to have a stronger, more audible voice and presence.

These include:

Association of British Choral Directors
Cathedral Music Trust
Cathedral Organists Association (for which RSCM acts as administrator)
Chorally
Church of England Flourish Network/Hubs
Church of England Growing Faith Foundation
Church of England Vision and Strategy team
Churches Conservation Trust
Guild of Church Musicians
Hymns Ancient and Modern
National Churches Trust
Royal College of Organists
Sarum College
Sing for Pleasure
Singing To our Strengths forum
Singing Network UK
St Stephen's House Oxford (Institute of Sacred Music)
The Church Times
Woodard Schools Foundation

Assessing performance

Successes are many. Some of these are as listed above. The appointment of Baroness Susan Hayman as Chair of Council (from June 2024), and the confirmation of His Majesty the King as our Royal Patron, were significant cause for celebration in the life of the charity in 2024.

The education department's work, the most visible part of our missional output, is now in a growth mentality, and with impact tracking now embedded within the planning and thinking, will increasingly be able to be evidenced as to its effectiveness. New work to support the Young Voices project is already in hand in 2025, with high levels of engagement.

The charity's fundraising activities of the past year have borne significant fruit, and an operating surplus for the year reflects the hard work done to improve income and control costs. The charity has regained its stated financial reserves position after the challenges of the COVID period.

The introduction of new digital resources, and digital platforms to support membership, have continued to improve our effectiveness, and the external perception of the RSCM as a forward-looking, forward-thinking charity, fit for purpose in contemporary society.

Challenges are there for the RSCM to confront, as with any charity.

Fundraising was still a difficult arena in 2024. Grant-making bodies and trusts have in many cases reduced the level of funds available, and/or changed the criteria for applications, and this is set against a steep rise in the number of applications they have received; this is widely acknowledged across the charity sector. Economic challenges continue to confront individual donors, for whom many organisations compete for funds.

The RSCM is intimately associated with the fortunes of the church itself – in all its denominations. The wider public perception of the church, including the exposure of significant safeguarding failures in the Church of England, is significantly adversely affected. This creates a challenging operating environment for the charity.

Summary

2024 proved to be a year where the transformation work of the previous few years really began to show, with much improved financial out-turn, wider engagement, and well-organised, planned and managed activities.

Reporting and governance have continued to develop and improve, and the governing Council is a strong, effectively led and engaged body with the best interests of the charity firmly at its heart.

Staff continue to work with application and dedication, and are a significant collective asset.

Our ambition continues to be that numbers joining us on our journey to the future increase and multiply; for whilst an organisation focused on Godly things, we are nonetheless grounded in people, who ultimately remain our principal asset.

Financial review

The financial results for 2024 are a clear validation of the strategy that the Charity has followed over recent time, with a very substantial surplus generated, and resultant welcome effects on the organisation's overall financial position and sustainability. Raising funds continues to be challenging, but notable successes in Trust and Foundation support, and a rebound in funds donated via legacies (after a very low figure in 2023) have transformed parts of the balance sheet. Income generation remains a focus across the operation, whether that be in bolstering numbers attending courses and events or doing all we can to maintain membership subscription levels. Control of expenditure is close and well managed, and the changes in accounting system configuration have made budgeting, reporting and monitoring much easier and more effective, with shorter reporting windows enabling much more financially based decision-making.

CIVIcrm is now a centrally embedded part of the organisation, delivering efficiency and automation savings, and providing the central 'one-stop-shop' for data and metrics, as well as externally facing bulk communication. New extensions to the systems capability (developed in house) were delivered and are working well, and there is more potential here to be tapped.

RSCM Enterprises is now running well, with the upcoming focus on how to significantly grow this commercial enterprise both in and of itself, but also to support the charitable aims of the RSCM. Sales volumes grew significantly in 2024, and future projects and improvements intend on increasing this further for the benefit of the charity and those who utilise the materials published.

Reserves

2024 marks a major milestone in organisational free reserves, which have been tracking well below stated policy level since the COVID pandemic. The charity's free reserves target remains at £293,000, with 2024's results reporting in excess of £400,000 in this category.

The process to rationalise areas within the restricted funds which began in 2024 has taken much longer than expected. Final legal advice in this regard was received in Spring 2025, and the changes will be made during the 2025 financial year, resulting in a significant move of funds from Restricted to Unrestricted designation.

Total organisational reserves amount to £1,408,890 of which £457,594 is held in endowment funds, and £523,947 in restricted funds. Of the unrestricted funds, £20,223 is designated to represent the amount of funds tied up in fixed assets, £11,284 of funds are designated to the Cathedral Organists Association.

Risk Assessment

Approaches to managing and mitigating organisational risks have continued through 2024, and further refinements to the approach will come on stream in 2025. For external reasons (mostly relating to platform provision and the specifics of certain software), the organisation did not manage to complete the Cyber Essentials accreditation in 2024, but this will take place in 2025.

We have continued to manage down risks, measured on a scored basis that looks at a combination of severity and probability, and also maps the effects of relevant mitigations alongside the ownership of those actions.

Areas assessed include:

- Safeguarding
- Fraud
- Financial collapse of key income streams
- Strategic IT risks (including GDPR, key providers and system vulnerabilities)
- Major PR/media failures
- Unforeseen multiple losses of Council or senior management team-members

Risk registers are also maintained for our various service-providers, our partnering relationships elsewhere, and for the various overseas local bodies who are permitted to use the RSCM brand in USA, Canada, New Zealand, South Africa and Australia.

Investments

The investment portfolio refers to the sums currently invested in diverse investment instruments under the management of the charity's investment managers. The Investment policy of the charity is reviewed annually, with the objective of generating both income and capital growth for the charity. The investment objective of these assets is inflation (CPI) plus 3%. The RSCM does not wish directly to profit from, or provide capital to, activities that are materially inconsistent with its Christian values, and instructs its investment managers to take due regard of this ethical investment policy in its decision-making and management of the portfolio.

The RSCM's invested portfolio (managed by RBC Brewin Dolphin on the Charity's behalf) showed an overall net return of 8.4% (2023: 6.8%), outperforming the ARC Steady growth indicator on the year and the investment objective.

How the RSCM raises voluntary income

The RSCM appeals for donations directly to its members and existing supporters (by post, and by electronic communication). The RSCM also receives income both directly and through various online giving websites. Fundraising is carried out by RSCM staff and volunteers. In 2024, we continued to make use of an external consultant to further our development work, working to a specific brief and under the oversight of the RSCM Director.

The RSCM protects the privacy of its donors by not sharing any of its data with third parties, except where it is necessary for carrying out its legitimate operations and complies with relevant data protection laws. The RSCM appeals to an individual at most twice in one year and all such appeals are made under the direction of the Director of the RSCM who is responsible for Development.

2024 Voluntary income

In 2024 individuals, churches, and trusts donated £259,533, (2023: £127,110) to support the charitable work of the RSCM.

By gift aiding their donations, our supporters contributed a further £10,076 in 2024 (2023: £13,361).

2023	£28,962	£13,361	£127,110	£169,433
2024	£148,284	£10,076	£259,533	£417,893

Legacy income

Income from gifts in wills has long provided RSCM with a significant, if unpredictable, income stream. After a poor preceding year, in 2024, the RSCM's receipts of legacies was £148,284 (2023: £28,962) of which none represented restricted funds. In addition, the RSCM was in receipt of various donations in memoriam totalling £409.42.

Grants

The value of grants received in 2024 is £195,748. We are deeply grateful to the Liz and Terry Bramall Foundation for their ongoing support and to all the Trusts and Foundations that have supported us during the year either with grants or donations.

These include:

- Allen Charity Trust, The
- Donald Byford Charitable Trust, The
- Church of England, Strategy & Development Unit, The
- Church of England – Flourish network
- G.F. Eyre Charitable Trust, The
- Garfield Weston Foundation, The
- Kirby Laing Foundation, The
- Marsh Charitable Trust, The
- G.M Morrison Charitable Trust, The
- Open Fountain Trust, The
- Ouseley Church Music Trust, The
- Miss Kathleen Beryl Sleigh Charitable Trust, The
- Williams Church Music Trust, The

Plans for the future

The priority beneficiaries for the RSCM's work are:

- Young people
- Music leadership
- Clergy (and lay worship) leadership.

Plans for 2025 and beyond, not least towards and through the milestone of RSCM's Centenary in 2027, continue to focus on supporting these key groups of people, whilst recognising that we are also a membership organisation with a wide and diverse membership base.

In line with the Education Strategy the intention is to grow and develop the RSCM's Education and missional output, with a significant uplift in the number of people with who we interact and engage, directly or through provision of toolkits and other resources. Key to the strategy is to track and measure impact, and to match activity both with available resources and with sustainability integrated into the planning, so that activities can be consistently planned and delivered, helping to build organisational visibility and reputation. The submission to OFQUAL for validation of RSCM Singing Awards will also enhance our status as an education provider and assessor.

RSCM is continuing to build a range of effective partnerships, where these help us to achieve our strategic goals. This is planned to include in 2025/6 validation of our Emerging Leaders as they completed their programmes with us.

To help build our delivery capacity, the RSCM needs to continue to increase both the number of financial supporters, and the total monetary value of support they offer. A compelling narrative around the RSCM's Centenary milestone will be developed during 2025, as part of a multi-year approach to building fundraising capabilities.

Work to strengthen our relationship with our members – both group and individual – will continue, along with encouragement to the membership to engage with the benefits on offer. The Online Events programme continues to grow and develop, and the membership magazine *Church Music Quarterly* will take increasing advantages of the possibilities presented by the new CMQ Digital variant, with enhanced, multi-media content including podcasts and other audio and video content; though the print magazine remains a key asset.

RSCM Enterprises Ltd will be developing multi-year growth plans, including the further development of the RSCM Music Shop; and to explore models for wider commercial activities which will supply a significantly increased level of profit transfer to support the missional work of the charity.

The work of staff is overseen by Council. From June 2024, the Chair of RSCM is Baroness Susan Hayman; Andrew Morgan continues as Vice-Chair. RSCM wishes to place on record sincere and grateful thanks for the work Phil Taylor has done to support RSCM's mission in his time as trustee and most particularly as Chair of Council from March 2023 until June 2024. We are most grateful to him, and to the other trustees who give their time and expertise in support of the charity and its mission.

Rscm
Church
Music
Work
Charity
Support
Council
Continue
Include
Organised
Year
Develop
Financial
Safeguarding
Sing
Membership
Resource
Cathedral
Flourish
Invested
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Much
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New
Use
Increase
Post
Gift
Trustee
Legacy
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Clergy
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Celebrating
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Directly
Significantly
Patron
Principal
Many
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Raise
Income
Individual
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Education
Responses
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Life
Provide
Period
Company
Online
Priority
Edited
Offer
Basis
Donated
Statement
Record
Season
Profit
People
College
Bear
Enterprises
Partnership
Hill
Standard
Canada
Video
Consistent
Trustee
Gift
Clergy
Material
One
Use
Training
Bear
Enterprises
Profit
Online
Company
Life
Future
Responses
Education
Process
Available
Published
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Celebrating
Evening
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Engage
Faith
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June
Mission
Annual
During
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Young
Value
Refers
Senior
Impact
Network
Give
Track
Hon
Two
Youth
Asset
Well
Level
Focus
Unit
Through
Growth
Such
Report
Made
Aware
Act
Aid
Up
Group
School
Christian
System
Applicable
Revd
Foundation
Local
Organised
Remain
Risk
Manage
Held
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Choir
Make
Time
Plan
Associated
Present
Wider
Significant
Worship
Informing
Lay
Chair
England
Public
Active
Director
Under
Successes
Digital
Various
Around
Grateful
Varied
Clear
Hymn
Skill
Centenary
Followed
Enable
Charitable
Policy
Grow
Support
Financial
Membership
Deliver
Come
Safeguarding
Sing
Milestone
Cathedral
Resource
Current
Take
Rt
Eb
Lord
Media
Study
Hub
Flourish
Invested
Sir
Funds
Now
Review
Strategy
Further
Strategic
Base
Council
Work
Church
Music
Rscm

Structure, governance and management

Council and Honorary Advisors

Full principles for the organisation structure of the RSCM are contained within the charity's governance document. The Charity is overseen by a Council of trustees. Decisions are taken by Council or by staff on such delegated terms as Council approves.

The members of Council are the Trustees of the charitable assets and activities of the Company and are the Directors of the Company for the purposes of Company Law. The number of Council members is limited to sixteen, and Members of Council are recruited with a view to Council's overall balance of skills and interests. A Council Recruitment group of trustees oversees the process of appointment of new trustees, who undertake a full induction process including training in trustee responsibilities, RSCM organisational policies and procedures and safeguarding.

Smaller *ad hoc* working groups consisting of appropriately skilled members of Council and Senior Officers are formed to consider specific issues in preparation for Council meetings. In 2024, these included the Finance and Audit Committee, an IT Steering Group, Brand Development and Marketing group, Safeguarding Group, and Development Committee; and the separate Enterprises board for the trading subsidiary. A significant exercise was undertaken across the course of 2024 to ensure sub-committee Terms of Reference were consistent across the organisation, and that appropriate measures around Delegation of Responsibility and Conflict of Interest were reviewed and implemented.

Members of Council are covered by the RSCM's indemnity insurance, subject to normal exclusions, in the event of a personal liability arising to them in their capacity as Trustees of the Charity. This cover is provided as part of a combined insurance policy and the amount of the premium applicable to Trustees' indemnity cannot be quantified.

All trustees give of their time freely and received no remuneration during the year. Summary details of any incidental expenses claimed during the year are documented elsewhere in note 7 to these accounts.

Senior staff remuneration (the Director, and the Deputy and Assistant Directors) is reviewed annually as part of, and commensurately with, any annual salary review for all payroll staff. Some account may sometimes be taken of recognised indices such as RPI and CPI in determining any such general annual review, but any percentage increase for staff, including the three senior posts, will be determined at least as much by projected affordability, as by reference to any such published or otherwise recognised index.

Audit Information

So far as each of the directors at the time the Report of Council is approved is aware:

a) there is no relevant information of which the auditors are unaware; and

b) they have taken all relevant steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Statement of Council Responsibilities

Council (who are also directors of the Royal School of Church Music for the purposes of company law) are responsible for preparing the Report of the Council and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

Company law requires Council to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and of the outgoing resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, Council are required to:

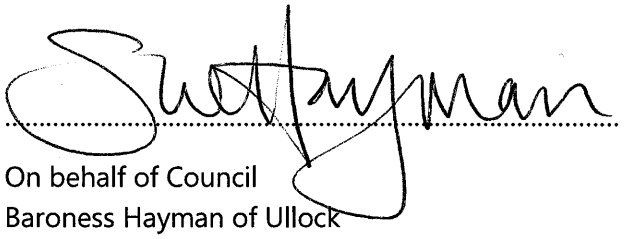
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

Council are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Council's report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Public Benefit

In pursuing these activities, the Council confirms that it has complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission General Guidance on Public Benefit. In particular, the RSCM's training programmes, publications and associated resources serve to promote the charitable purposes of the advancement of education, religion, arts, culture, heritage or science. We consider that our work is of significant public benefit, not only directly to the organisations and individuals, especially children and young people, who are engaged with us, but also, indirectly, to the congregations and communities which they serve.



On behalf of Council
Baroness Hayman of Ullock
Chair of Council

19/6/25

Date

Reference and administrative details

Council (Trustees and Directors)

1. Baroness Susan Hayman (Chair) (from June 2024)
2. Andrew Morgan (Vice Chair) (from March 2023)
3. Phil Taylor
4. Brigid Parkin (to December 2024)
5. Chris Bridges
6. Edward Wild
7. Tansy Castledine
8. Nicholas Riddle
9. John Halsey
10. Margaret Greenwood
11. Julia Mixter
12. Susan Pope
13. Martin Honeywood
14. Sammi Tooze
15. Sean Costello

Honorary Advisors

1. The Revd Dr Maggi Dawn
2. Trevor Ford
3. The Revd Douglas Galbraith
4. Dr Simon Lindley
5. The Revd Dr Timothy Macquiban
6. The Revd Peter Moger
7. Mr Richard Morrison
8. Patrick Russill
9. Dr John Rutter
10. Professor Peter Toyne
11. Dr Noël Tredinnick
12. Dr Mary Archer

Senior Officers and Managers

Director	Hugh Morris
Deputy Director Education and Mission Delivery	Sal McDougall (until 31/3/24)
Deputy Director (Finance; Operations)	Dr Paul Hedley

Advisers

Auditors	Rothmans Audit LLP Avebury House, 6 St Peter Street, Winchester, SO23 8BN
Principal Bankers	Santander, Bootle, Merseyside, L30 4GB
Common Banking	CAF (Charities Aid Foundation), 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4TA
Insurance Brokers	Bridges Insurance Brokers, 61 Northdown Road, Cliftonville, Margate, Kent, CT9 2RJ

Investment Managers	Brewin Dolphin, 12 Smithfield Street, London EC1A 9BD
Solicitors	Batt Broadbent, 44 Castle St, Salisbury SP1 3TX
Pensions Administrators	Origen Financial Services Ltd, Infor House, 1 Lakeside Road, Farnborough GU14 6XP

Opinion
We have audited the financial statements of The Royal School of Church Music (the "Charity") for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 December 2024 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Emphasis of matter
We draw attention to note 20 of the financial statements which explains a prior year adjustment made in relation to the presentation of transactions with the charity's trading subsidiary. Our opinion is not modified in respect of this matter.

Other information
The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Directors' Report and take advantage of the small companies exemption from the requirement to prepare a Strategic Report.

Responsibilities of the trustees
As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit, in respect to fraud, are to identify and assess the risks of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

In identifying and assessing risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures include the following:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and those laws and regulations that had a direct effect on the financial statements through discussions with trustees and management. The key laws considered are FRS102, the Charities Act and the Companies Act 2006; and
- We understood how the charitable company is complying with those frameworks by making enquires of management and we corroborated our enquiries by reviewing Board minutes.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including how fraud might occur, by

- making enquiries of management as to where they considered there was a susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulation; and
- evaluated opportunities for fraudulent manipulation of the financial statements including management override.

Based on this understanding we designed our audit procedures to identify non-compliance with the laws and regulations identified above, which included, but were not limited to, identifying and testing journal entries made during the year and at the year-end and agreeing financial statement disclosure to underlying supporting documentation.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the recognition of income and the override of controls by management. To address the risk of fraud in these areas, we:

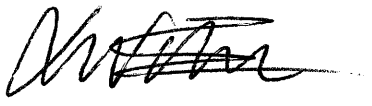
- Selected a sample of transactions from material income streams and compared expected income to that recorded within the financial statements.
- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries during the year and at the year-end to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in note 1 were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

There are inherent limitations in the audit procedures described above, and there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

Use of our report

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Lisa Wilson FCA (Senior Statutory Auditor)
For and on behalf of Rothmans Audit LLP
Chartered Accountants & Statutory Auditors
Avebury House
6 St Peter Street
Winchester
Hampshire
SO23 8BN

Date: 3 July 2025

The Royal School of Church Music
(Company No:00250031)
Statement of Financial Activities (including the Income and Expenditure Account)
For the year ended 31 December 2024

		Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2024	Total Funds 2023 as restated
		£	£	£	£	£
Income and Endowments from:						
Donations and legacies	2a	438,788	-	-	438,788	229,433
Income from charitable activities:						
Membership Income		553,881	-	-	553,881	531,363
Education & Outreach		172,929	-	-	172,929	155,619
Area committees		-	-	-	-	46,747
Events		4,420	-	-	4,420	-
Investment Income	2b	8,990	21,730		30,720	27,311
Other Income	2c	5,801	-	-	5,801	8,843
Total Income		1,184,809	21,730	-	1,206,539	999,316
Expenditure on:						
Raising funds	3	111,499	12,785	2,835	127,119	132,840
Charitable activities						
Membership services	3	281,803	-	-	281,803	269,300
Education & Outreach	3	436,047	-	-	436,047	355,242
Area committees		-	-	-	-	253,089
Events	3	43,691	-	-	43,691	-
Total expenditure		873,040	12,785	2,835	888,660	1,010,471
Net income/(expenditure)		311,769	8,945	(2,835)	317,879	(11,155)
Transfers between funds		2,585	(2,585)	-	-	-
Net Gains/(losses) on investments	9	11,847	14,986	26,988	53,821	35,225
Net movement in funds		326,201	21,346	24,153	371,700	24,070
Reconciliation of funds:						
Total funds brought forward	14	101,148	502,601	433,441	1,037,190	1,013,120
Total funds carried forward	14	**427,349**	**523,947**	**457,594**	**1,408,890**	**1,037,190**

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derives from continuing activities.

The notes on pages 25 to 41 form part of these financial statements

The Royal School of Church Music
(Company No:00250031)
Balance Sheet
For the year ended 31 December 2024

	Notes	2024	2023 as restated
		£	£
Fixed Assets			
Tangible assets	8	20,223	28,685
Investments in Subsidiaries	9	89,083	89,083
Investments	10	889,626	844,386
Total fixed assets		998,932	962,154
Current Assets			
Debtors	11	129,044	107,361
Cash at bank and in hand		398,057	95,179
Total current assets		527,101	202,540
Liabilities			
Creditors: Amounts falling due within one year	12	117,143	127,504
Net current assets		409,958	75,036
Total net assets		1,408,890	1,037,190
The funds of the charity:			
Endowment funds	14,15	457,594	433,441
Restricted Funds	14,16	523,947	502,601
Unrestricted Funds	14,17	427,349	101,148
Total Charity Funds		1,408,890	1,037,190

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the trustees on 19/6/25 and were signed on their behalf by:

Baroness Hayman of Ullock, Chair of Council

The notes on pages 25 to 41 form part of these financial statements

The Royal School of Church Music
(Company No:00250031)
Cash Flow Statement
For the year ended 31 December 2024

	Notes	2024	2023 as restated
		£	£
Cash flows from operating activities			
Cash generated from operations	CF1	275,626	76,308
Net cash provided by (used in) operating activities		275,626	76,308
Cash flows from investing activities:			
Purchase of tangible fixed assets		(1,906)	(11,751)
Purchase of fixed asset investments		(194,960)	(266,733)
Sale of fixed asset investments		198,885	260,446
Cash withdrawn from investment portfolio		4,656	12,081
Investment dividends & interest received		30,720	27,313
Investment in subsidiary		-	(89,083)
Amounts advanced to subsidiary		(10,143)	(41,838)
Net cash provided by (used in) investing activities		27,252	(109,565)
Change in cash and cash equivalents in the reporting period		302,878	(33,257)
Cash and cash equivalents at the beginning of the reporting period		95,179	128,436
Cash and cash equivalents at the end of the reporting period	CF2	398,057	95,179

CF1. Reconciliation of Net Income to Net Cash Flow from Operating Activities

	2024	2023 as restated
	£	£
Net movement in funds for the reporting period *(as per the statement of financial activities)*	371,700	24,070
Depreciation and amortisation charges	10,368	11,766
(Gain) / Loss on investments	(53,821)	(35,225)
Interest and dividends received	(30,720)	(27,313)
Decrease in debtors	(11,538)	76,353
Increase / (Decrease) in creditors	(10,363)	(71,921)
(Increase) / Decrease in stocks	-	90,148
Intangible assets transferred to trading subsidiary	-	8,430
Net cash provided by (used in) operating activities	275,626	76,308

CF2. Analysis of cash and cash equivalents	2024	2023
	£	£
Cash at bank and in hand	398,057	95,179
Total cash and cash equivalents	398,057	95,179

The Royal School of Church Music is a charitable company, limited by guarantee, registered in England and Wales. Its registered office and principle place of business is 19 The Close, Salisbury, Wiltshire SP1 2EB

1. Principal Accounting Policies

a) Basis of accounting

The financial statements of the Charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) second edition 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', the Companies Act 2006 and the Charities Act 2011. The financial statements have been prepared under the historical cost convention except that investments are carried at market value.

The financial statements are prepared in sterling which is the functional and presentational currency of the Charity. The financial statements are rounded to the nearest pound.

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern and these accounts are prepared on a going concern basis.

There are no significant judgements which affect the amounts recognised in these financial statements. With respect to the next reporting period, the most significant areas of estimation uncertainty that affect the carrying value of assets held by the Charity are the level of investment return and the performance of investments.

b) Periods Covered

The accounts cover the year to 31 December 2024, with comparatives for the year to 31 December 2023.

c) Area Committees

These financial statements consolidate the income and expenditure of RSCM Area Committees, which arrange local training activities throughout the UK, on a line by line basis. The activities of these Committees ceased in FY2023 and there is no further activity in 2024.

d) Legal Status of the Charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £1.

e) Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Unrestricted funds include a revaluation reserve representing the restatement of investment assets at market values.

Designated funds are unrestricted funds that have been set aside by the trustees for particular purposes

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

Endowment funds represent those assets which must be held permanently by the Charity. Income arising on the endowment fund is included as restricted income. Any capital gains or losses arising on the investments form part of the fund.

f) *Incoming resources*

All incoming resources are recognised once the charity has entitlement to the resources, it is certain that the resources will be received and the monetary value of incoming resources can be measured with sufficient reliability. The following policies are applied to particular categories of income:

- Voluntary income received by way of grants, donations and legacies is recognised when the charity's entitlement has been ascertained, the conditions for receipt have been met and the amount can be quantified with reasonable accuracy. Donations are deferred where the donor has imposed conditions that specify the time period in which the expenditure of resources can take place.
- Government grants are recognised using the performance model and grants which have specified future performance-related conditions are initially recognised as a liability and are released to income only when the related conditions are met. Grants which have no performance-related conditions are recognised when the proceeds are received or receivable.
- Investment income is recognised when receivable by the charity.
- Membership income is received annually in advance and the amount relating to the next financial year is carried forward as deferred income.
- Income from education, outreach and publication sales and royalties is recognised in the period it is receivable. Fees received in relation to courses occurring after the balance sheet date are carried forward as deferred income.
- The charity does not receive any donated goods, facilities or services. In accordance with the Charities SORP the contribution of general volunteers is not recognised within these financial statements. Details of the role played by general volunteers are given in the Trustee's Report.

g) Expenditure

Expenditure is recognised on an accruals basis when a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs are included within support costs and include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- Costs are allocated to the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly and where costs cannot be directly allocated they are apportioned using staff costs, as set out in note 3.

h) Foreign Currencies

Monetary assets and liabilities in foreign currencies are translated into sterling at the rates of exchange prevailing at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange prevailing at the date of the transaction. Exchange variances are taken into account when arriving at the net income or expenditure for the year.

i) Pension Contributions

Contributions in respect of the charity's defined contribution pension scheme are charged to the SOFA in the year in which they are payable to the scheme. Differences between contributions payable and contributions actually paid in the year are included within other creditors at the year-end. The costs of the defined contribution scheme are charged to the unrestricted funds of the charity using the methodology set out in note 1g.

j) Fixed Assets

Fixed assets (excluding investments) are stated at cost less depreciation/amortisation. Assets below £100 are not capitalised. Depreciation and Amortisation are provided on a straight line basis over the estimated useful economic life of each asset, which is considered to be:

Major software packages	4 years
Other computer hardware & software	3 years
Other furniture, plant & equipment	5 years
Copyrights & publication rights	3-5 years
Website & webshop	3-5 years

The useful economic lives of theses assets are the periods over which it is anticipated that they will continue to generate an appreciable amount of income for the organisation. Impairment reviews are carried out as and when evidence comes to light that the recoverable amount of a functional fixed asset is below its net book value due to damage, obsolescence or other relevant factors.

k) Investments

Investments (in external funds) are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year. All gains and losses are taken to the statement of financial activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value. Unrealised gains and losses are calculated as the difference between the opening and closing market value. Realised and unrealised gains and losses are not separated in the statement of financial activities.

Investments in subsidiaries are accounted for at cost less impairment. The charity incorporated a trading subsidiary, RSCM Enterprises Limited, on 25 November 2022 and this is included in the accounts at cost.

l) Stock

Stocks of publications are valued at the lower of cost or net realisable value, after providing for slow-moving items. In FY2023 the charity transferred its stock holding to its trading subsidiary.

m) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at cost which is time-apportioned over the period to which the expenses relate.

n) Cash and cash equivalents

These comprise cash at bank and other short term highly liquid deposits with a maternity date of 3 months or less.

o) Creditors and provisions

Creditors and provisions for liabilities and charges are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

o) Operating Leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA as they are incurred.

p) Taxation

The charity is exempt from tax on income and gains falling with section 505 of the Taxes act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

2. Incoming resources	**2024**	**2023 as restated**
	£	**£**
a) Donations and legacies		
Grants and donations	255,345	164,345
Affiliate fundraising	7,732	10,578
Friends income	27,427	25,548
Legacies	148,284	28,962
	438,788	229,433
b) Investment income		
Listed investments	24,846	27,311
Bank deposit interest	5,874	-
	30,720	27,311
c) Other incoming resources		
Commission	-	767
Sundry income	5,801	8,076
	5,801	8,843

3. Total resources expended

	Direct costs	**Support Costs**	**Total 2024**	**Total 2023 as restated**
	£	**£**	**£**	**£**
Costs of Generating Funds				
Fundraising	87,938	29,802	117,740	122,821
Investment management	9,379	-	9,379	9,106
Expenditure on Charitable Activities				
Membership	235,460	46,343	281,803	268,227
Education and development	337,935	98,112	436,047	353,436
Publications	-	-	-	5,676
Area Committees	-	-	-	251,205
Events	30,778	12,913	43,691	-
	701,490	187,170	888,660	1,010,471

Support costs constitute central management and administrative costs which are necessarily incurred to enable the charity to carry out its activities. These costs have been allocated to the charity's charitable activities and fundraising on the basis of staff costs. They are made up as follows:

	Fundraising	**Membership**	**Education**	**Events**	**2024**	**2023 as restated**
	£	**£**	**£**	**£**	**£**	**£**
Office costs	23,999	37,320	79,008	10,399	150,726	156,487
Professional fees	203	315	667	88	1,273	1,228
Finance costs	1,787	2,779	5,884	774	11,224	8,844
Depreciation	1,651	2,567	5,435	715	10,368	11,766
Governance	2,162	3,362	7,118	937	13,579	10,765
	29,802	46,343	98,112	12,913	187,170	189,090

4. Governance Costs

	2024	2023
	£	£
Governance meetings and expenses	2,283	2,867
Auditors fees - audit	7,500	5,033
Auditors fees - non-audit services	3,797	2,865
	13,580	10,765

5. Net income / (expenditure for year)

This is stated after charging:	2024 £	2023 £
Depreciation	10,368	11,766
Auditors remuneration - audit	7,500	5,033
Auditors remuneration - accountancy services	3,797	2,865

Audit services were provided by Rothmans Audit LLP and accountancy services were provided by Rothmans LLP, a partnership associated with Rothmans Audit LLP.

6. Staff Costs

Total staff emoluments for the year were as follows:	2024 £	2023 £
Gross salaries and wages	445,611	519,535
Social security	33,340	34,110
Employers contributions to defined contribution pension schemes	20,473	21,764
	499,424	575,409

1 employee had total emoluments within the range of £60,000 - £69,999 (2023: none).

The total remuneration, including employer national insurance and pension contributions, of the key management personnel was £110,849 (2023: £97,588).

The average monthly head count of employees in the year was as follows:

Membership	2	2
Education and development	9	8
Publications	1	1
Governance, area committees and fundraising	6	10
	18	21

7. Trustee remuneration and related party transactions

The charity trustees were not paid any remuneration, nor received any other benefits from employment with the Charity during the year. Travel and training costs amounting to £1,371 (2023: £863) were reimbursed to 5 (2023:5) members of Council. There are no other related party transactions in the reporting period that require disclosure.

8. Tangible fixed assets

	Furniture & Equipment £
Cost	
As at 1 January 2024	284,838
Additions	1,906
Disposals	-
As at 31 December 2024	286,744
Depreciation	
As at 1 January 2024	256,153
Charge for the year	10,368
Elimination on disposal	-
As at 31 December 2024	266,521
Net Book Value	
As at 31 December 2024	20,223
As at 31 December 2023	28,685

The Royal School of Church Music owns a collection of books and manuscripts which were a bequest from its founder, Sir Sidney Nicholson, and which are currently held at Westminster Abbey on their behalf. These items, which have been valued for insurance purposes at £159,000, are not included in the financial statements as there is inherent uncertainty as to the Charity's interest in them and therefore their valuation.

9. Investments in Subsidiaries

Investment in RSCM Enterprises Limited:	£
As at 1 January 2024 (as previously stated)	1
Prior Year Adjustment - Capital Commitment	89,082
As at 1 January 2024 (as restated) & as at 31 December 2024	89,083

On 25 November 2022 the charity incorporated a trading subsidiary, RSCM Enterprises Ltd, with Company Number 14483158 and a registered office at 19 The Close, Salisbury, SP1 2EB. The charity owns 100% of the issued share capital in this subsidiary. The subsidiary was dormant in 2022 and commenced trading on 1 January 2023.

As at 31 December, 2024 the results of the trading subsidiary were as follows:

	RSCM Enterprises 2024	RSCM Enterprises 2023 as restated
	£	£
Income Statement Summary:		
Turnover	383,940	349,666
Cost of Sales	(339,705)	(313,649)
Administrative Expenses	(46,528)	(44,302)
Interest receivable	761	-
Net Loss	(1,532)	(8,285)
Balance Sheet Summary:		
Assets	167,349	149,482
Liabilities	(88,083)	(68,684)
Capital	(1)	(1)
Reserves	(79,265)	(80,797)
	-	-

The 2023 comparatives for RSCM Enterprises Ltd have been restated to correct the presentation of £146,452 of assets transferred by the Charity to its subsidiary, when it commenced trading in 2023. In the prior period accounts, this transfer was presented as an intercompany loan, however further work by the Trustees has concluded that this should have been presented as an investment in the subsidiary company, and the comparatives have therefore been restated. Furthermore, stock transferred to the company was found to have been over-valued, and has now been written down to its recoverable value. This resulted in a reduction in the initial stock & investment of £57,370, and a further stock write-down of £8,464 is recognised within the company's expenses for the year ended 31 December 2023. The intercompany loan balance has been reduced by £146,452, and a capital contribution of £89,082 has been recognised in RSCM Enterprises Ltd. Additionally, interest charges of £4,779 have been reversed.

The effect of the above changes on the subsidiary company's loss for the year ended 31 December 2023 was as follows:

	£
Loss for the year-ended 31 December 2023 per accounts	(4,600)
Reversal of interest charge	4,779
Additional stock provision	(8,464)
Loss for the year-ended 31 December 2023 as restated	(8,285)

10. Fixed assets investments

	2024 £	2023 £
Market value at 1 January 2024	844,386	814,955
Additions at cost	194,960	266,733
Disposals at carrying value	(198,885)	(260,446)
Increase/(decrease) in cash	(4,656)	(12,081)
Net gain/(loss) on revaluation	53,821	35,225
Market value at 31 December 2024	889,626	844,386
Investments at market value comprised:		
UK listed investments	309,662	248,240
Overseas listed investments	567,635	568,068
Cash on deposit	12,329	28,078
	889,626	844,386
Historical cost as at 31 December 2024		
Listed investments	783,685	766,088
Cash with investments manager	12,329	28,078
	796,014	794,166

11. Debtors

	2024 £	2023 as restated £
Trade debtors	51,596	32,415
Other debtors	13,694	17,988
Prepayments and accrued income	11,771	15,120
Amounts owed by group undertakings	51,983	41,838
	129,044	107,361

12. Creditors - amounts falling due within one year

	2024 £	2023 £
Trade creditors	24,949	20,699
Other creditors	6,128	11,317
Accruals	11,757	13,232
Deferred income	74,309	82,256
	117,143	127,504

13. Deferred Income

Deferred income comprises the portion of membership subscriptions that relate to periods after the balance sheet date, income received for courses occurring after the year-end and donations where donors have imposed conditions that specify the time period in which the donation should be used.

	Membership	Courses	Other Income	Total
	£	£	£	£
Balance Brought Forward	65,778	2,980	13,498	82,256
Amount released to incoming resources	(65,778)	(2,980)	(13,498)	(82,256)
Amount deferred in the year	67,117	-	7,192	74,309
Balance Carried Forward	67,117	-	7,192	74,309

14. Analysis of net assets between funds

Fund balances are represented by:	Endowment Funds	Restricted Funds	Unrestricted Funds	Total
	£	£	£	£
Tangible fixed assets	-	-	20,223	20,223
Fixed asset investments	457,594	252,030	180,002	889,626
Investment in subsidiary	-	-	89,083	89,083
Net current assets	-	271,917	138,041	409,958
Total net assets	457,594	523,947	427,349	1,408,890

Analysis of net assets between funds - previous year (as restated)

Fund balances are represented by:	Endowment Funds	Restricted Funds	Unrestricted Funds	Total
	£	£	£	£
Tangible fixed assets	-	-	28,685	28,685
Fixed asset investments	433,441	312,413	98,532	844,386
Investment in subsidiary	-	-	89,083	89,083
Net current assets	-	190,188	(115,152)	75,036
Total net assets	433,441	502,601	101,148	1,037,190

15. Endowment funds

The capital of the Endowment Funds, which form part of the investment portfolio, cannot be spent. The funds have been given to the charity by way of donations, legacies and memorial appeals to be invested to provide income for the purposes detailed below:

	Fund B/Fwd £	Income £	Expenditure £	Transfer £	Gains & Losses £	Fund C/Fwd £
Overseas development fund (For overseas travel and development)	33,688		(220)		2,098	35,566
Hymns Ancient & Modern Lectureship Fund (To help pay for lecturers on RSCM courses)	33,866		(222)		2,108	35,752
Harold Smart Competition Fund (To fund an annual competition for composers)	12,288		(80)		765	12,973
To provide grants to students attending RSCM courses:						
Hubert Crook and other bursary funds	175,224		(1,146)	-	10,910	184,988
Wiles Family Bequest	96,715		(633)		6,022	102,104
The Minsall-Jones Bequest	62,817		(411)		3,911	66,317
Derek Marsden Fund for educational bursaries	18,843		(123)		1,174	19,894
	433,441	-	(2,835)	-	26,988	457,594

Note: Expenditure on Endowment Funds relates solely to investment management fees.

Endowment Funds - Previous year

	Fund B/Fwd £	Income £	Expenditure £	Transfer £	Gains & Losses £	Fund C/Fwd £
Overseas development fund (For overseas travel and development)	32,522		(205)		1,371	33,688
Hymns Ancient & Modern Lectureship Fund (To help pay for lecturers on RSCM courses)	32,695		(206)		1,377	33,866
Harold Smart Competition Fund (To fund an annual competition for composers)	11,863		(75)		500	12,288
To provide grants to students attending RSCM courses:						
Hubert Crook and other bursary funds	169,161		(1,066)		7,129	175,224
Wiles Family Bequest	93,369		(588)		3,934	96,715
The Minsall-Jones Bequest	60,644		(382)		2,555	62,817
Derek Marsden Fund for educational bursaries	18,192		(115)		766	18,843
	418,446	0	(2,637)	0	17,632	433,441

16. Restricted funds

Restricted funds include income from endowments, legacies and donations subject to specific instructions on how they may be spent, as indicated below. The accumulated income from endowments and other restricted donations and legacies are allocated a proportion of the general investment portfolio, unless it is expected that a legacy or donation will be applied in accordance with the wishes of the donor within a reasonable period of receipt.

	Fund B/Fwd	Income	Expenditure	Transfer	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas Development Fund Income	4,756	977	(3,213)		95	2,615
Hymns A & M Lectureship Fund Income	14,466	1,133	(219)		433	15,813
Harold Smart Fund Income	8,049	446	(549)		235	8,181
Hubert Crook and other Bursary Funds	68,100	5,775	(445)		2,048	75,478
Wiles Family Bequest income fund	35,070	3,148	(974)		1,044	38,288
The Minsall-Jones Income Fund	17,736	1,971	(1,606)		511	18,612
Derek Marsden Fund for Education	2,952	562	(35)		89	3,568
Bursaries for Cathedral Courses	21,550	289	(141)		648	22,346
Bursaries for RSCM study programmes	7,432	1,106	(55)		239	8,722
Norman Kirkham Fund for organ scholarships	2,445	33	(16)		74	2,536
RSCM Voices general bursaries fund	1,138	15	(7)		34	1,180
K Guppy Fund for training/support of boy choristers	55,534	744	(363)		1,671	57,586
Parish Organ Scholarships Project	5,722	77	(37)		173	5,935
Post-Ordination clergy training project	8,404	113	(55)		253	8,715
The Headley Trust bursaries grant for young people	5		(5)			-
PA Mason Memorial Fund for courses	36,508	489	(239)		1,099	37,857
MB MacAuley Fund for choir training	148,161	1,963	(4,390)		4,405	150,139
DF Todd Fund	39,759	533	(260)		1,196	41,228
Oglethorpe Fund for bursaries for young choristers	2,713	36	(18)		81	2,812
J Thiselton fund for Chorister Training	2,083	28	(14)		62	2,159
David Willcocks Music Trust Grant	1,562	21	(10)		47	1,620
The Williams Church Music Trust Grant	2,602	17	(17)	(2,585)	40	57
Gladys Mabel Fillary	11,462	154	(75)		345	11,886
Mullineaux	2,390	32	(16)		72	2,478
Webshop Donate	2,002	2,068	(26)		92	4,136
	502,601	21,730	(12,785)	(2,585)	14,986	523,947

16. Restricted Funds (continued...)

Restricted Funds - previous year

	Fund B/Fwd	Income	Expenditure	Transfer	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas Development Fund Income	3,534	1,126	(22)	-	118	4,756
Hymns A & M Lectureship Fund Income	12,948	1,368	(280)	-	430	14,466
Harold Smart Fund Income	7,776	568	(546)	-	251	8,049
Hubert Crook and other Bursary Funds	59,578	6,904	(375)	-	1,993	68,100
Wiles Family Bequest income fund	30,978	3,756	(692)	-	1,028	35,070
The Minsall-Jones Income Fund	16,472	2,332	(1,594)	-	526	17,736
Derek Marsden Fund for Education	4,823	699	(277)	(2,450)	157	2,952
Regional development in specific areas	1,164	-	-	(1,164)		-
Bursaries for Cathedral Courses	20,476	518	(129)	-	685	21,550
Bursaries for RSCM study programmes	7,062	179	(45)	-	236	7,432
Liz & Terry Bramall	-	60,000	(60,000)	-	-	-
Norman Kirkham Fund for organ scholarships	2,324	59	(15)	-	77	2,445
RSCM Voices general bursaries fund	1,082	27	(7)	-	36	1,138
K Guppy Fund for training/support of boy choristers	52,766	1,336	(333)	-	1,765	55,534
Parish Organ Scholarships Project	5,436	138	(34)	-	182	5,722
Post-Ordination clergy training project	7,985	202	(50)	-	267	8,404
The Headley Trust bursaries grant for young people	5	-				5
PA Mason Memorial Fund for courses	34,689	878	(219)	-	1,160	36,508
MB MacAuley Fund for choir training	146,231	3,632	(6,499)	-	4,797	148,161
DF Todd Fund	37,778	956	(238)	-	1,263	39,759
Cathedral Courses Income Fund	3,261	-		(3,261)		-
Ouseley Trust	2,228	-		(2,228)		-
Area funds	11,186	-		(11,186)		-
Pipeline Organ Scholarship	205	-		(205)		-
Oglethorpe Fund for bursaries for young choristers	2,577	65	(16)	-	87	2,713
J Thiselton fund for Chorister Training	1,979	50	(12)	-	66	2,083
David Willcocks Music Trust Grant	1,483	38	(9)	-	50	1,562
The Williams Church Music Trust Grant	2,472	63	-16	-	83	2,602
Kirby Laing Grant	4,851	-	(5,360)	509		-
Gladys Mabel Fillary	9,666	1,521	(69)	-	344	11,462
Mullineaux	-	-	(15)	2,405		2,390
Webshop Donate	-	1,810	(1,100)	1,292		2,002
	493,015	88,225	(77,952)	(16,288)	15,601	502,601

The transfer of £2,450 to the Derek Marsden Fund for Education corrects an immaterial understatement of expenditure in the prior year. The transfer of £2,405 from Events Funds to Mullineux identifies the specific purpose of a subset of these monies. The transfers of £1,164 from Regional development in specific areas, £3,261 from the Cathedral Courses Income Fund, £2,228 from the Ousesley Trust, £8,781 from Area Funds reflect the outcomes of a review by the Council, which identified that these funds did not need to be restricted. The transfer of £205 from the Pipeline Organ Scholarship fund de-restricts a deminimus amount remaining on this fund after its purpose had been fulfilled. The transfer of £509 to the Kirby Laing Grant fund covers an excess of expenditure over income received. The transfer of £1,292 to Webshop donate adjusts for an immaterial sum which should have been assigned to the fund in the prior period.

17. Unrestricted funds

	Fund B/Fwd £	Income £	Expenditure £	Transfer £	Gains & Losses £	Fund C/Fwd £
Designated funds:						
Fixed assets	28,685		(10,368)	1,906		20,223
Cathedral Organists Association	10,269	13,270	(9,255)	(3,000)		11,284
Scottish Voices			(128)	2,297		2,169
General fund	62,194	1,171,539	(853,289)	1,382	11,847	393,673
	101,148	1,184,809	(873,040)	2,585	11,847	427,349

Unrestricted Funds - previous year (as restated)

	Fund B/Fwd £	Income £	Expenditure £	Transfers £	Gains & Losses £	Fund C/Fwd £
Designated funds:						
Fixed assets	28,700		(11,766)	11,751		28,685
Area development	8,934			(8,934)		-
Fair value reserve	2,570			(2,570)		-
Cathedral Organists Association	13,746	12,392	(9,869)	(6,000)		10,269
General fund	47,709	898,699	(908,247)	22,041	1,992	62,194
	101,659	911,091	(929,882)	16,288	1,992	101,148

As at 31 December 2003, Council created a fund designated to represent fixed assets. Fixed asset additions are transferred to the fund and depreciation is charged to the fund.

As at 31 December 2010, Council created a fund designated for Area Development. £30,000 was transferred from the general fund to provide underwriting or grant support for Area education and outreach programmes where the necessary funds are not available locally. Unspent funds were released in 2023.

The Fair value reserve comprises the net revaluation gains on investments held by the charity. In 2022 a transfer was made to agree the accumulated balance on this fund to the gains held within the investment portfolio and in 2023 the fund was closed.

The Cathedral Organists Association is part of the Royal School of Church Music but operates within a separate framework within the overall governance arrangements of the Charity; the trustees take the view that this level of operational independence is best recognised by identifying the funds relating to the Cathedral Organists Association as a designated fund as those funds will be used only for the Association's purposes.

The general fund represents those funds which are unrestricted and not designated for other purposes.

18. Operating lease commitments

At 31 December 2024, the Charity had total commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2024	2023
	£	£
Due within one year	42,396	5,500
Due between one and five years	100,313	3,208
Due in more than five years	-	-
	142,708	8,708

19. Pension Commitments

The charity operates a defined contributions scheme on behalf of its employees. The RSCM contributes a minimum of 5% of each members gross salary into the scheme where the member contributes a minimum of 3% of gross salary. The assets of the scheme are held separately from the charity in a fund administered by Aegon. The annual pension commitment under this scheme is £20,473 (2023: £21,764). An amount of £629, including employee contributions, was outstanding at the balance sheet date (2023: £NIL).

20. Prior year adjustment

The 2023 comparatives have been restated to correct the presentation of assets transferred by The Royal School of Church Music to its subsidiary, RSCM Enterprises Ltd, when it commenced trading in 2023. In the prior period accounts, this transfer was presented as an intercompany loan, however further work by the Trustees has concluded that this should have been presented as an investment in the subsidiary company. Furthermore, stock transferred to the subsidiary should have been impaired to its recoverable value. This resulted in a reduction of amounts owed by group undertakings of £151,231, an increase in Investments of £89,082 and a reduction in opening unrestricted reserves of £57,370, alongside a reduction in the 2023 surplus of £4,777 in respect of interest not due.

An adjustment has also been made to reclassify £38,086 of expenses recharged by the charity to its subsidiary, which were previously shown as other income and are now properly presented as a reduction in expenditure. This does not affect the surplus for the period.

	Original £	Restated £	Change £
Tangible assets	28,685	28,685	-
Investments in Subsidiaries	1	89,083	89,082
Investments	844,386	844,386	-
Debtors	258,592	107,361	(151,231)
Cash at bank and in hand	95,179	95,179	-
Creditors: Amounts falling due within one year	(127,506)	(127,504)	2
	1,099,337	1,037,190	(62,147)
Endowment funds	433,441	433,441	-
Restricted Funds	502,601	502,601	-
Unrestricted Funds	163,295	101,148	(62,147)
	1,099,337	1,037,190	(62,147)

The effect of the above adjustments on the Charity's unrestricted funds was as follows:

Unrestricted Funds B/F at 1 December 2023	159,029	101,659	(57,370)
Unrestricted Surplus for the year ended 31 December 2023	4,266	(511)	(4,777)
Unrestricted Funds C/F at 31 December 2023	163,295	101,148	(62,147)

21. Restated comparative Statement of Financial Activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2023 £
Income and Endowments from:				
Donations and legacies	226,363	3,070	-	229,433
Income from charitable activities:				
Membership Income	531,363	-	-	531,363
Education & Outreach	95,619	60,000	-	155,619
Events committees	46,747	-	-	46,747
Other incoming resources	2,156	25,155	-	27,311
Investments	8,843	-	-	8,843
Total Income	911,091	88,225	-	999,316
Expenditure on:				
Raising funds	126,345	2,945	2,637	131,927
Charitable activities				
Membership Income	268,227	-	-	268,227
Education & Outreach	278,929	74,507	-	353,436
Publication sales & royalties	5,176	500	-	5,676
Area committees	251,205	-	-	251,205
Total expenditure	929,882	77,952	2,637	1,010,471
Net income/(expenditure)	(18,791)	10,273	(2,637)	(11,155)
Transfers between funds	16,288	(16,288)	-	-
Net Gains/(losses) on investments	1,992	15,601	17,632	35,225
Net movement in funds	(511)	9,586	14,995	24,070
Reconciliation of funds:				
Total funds brought forward	101,659	493,015	418,446	1,013,120
Total funds carried forward	**101,148**	**502,601**	**433,441**	**1,037,190**

THE ROYAL SCHOOL OF CHURCH MUSIC

England & Wales - Charity number 312828

Accounts

THE ROYAL SCHOOL OF CHURCH MUSIC

RSCM
THE ROYAL SCHOOL OF CHURCH MUSIC

REPORT OF COUNCIL AND ACCOUNTS

For the year ended
31 December 2023

Enabling the flourishing of church music

Registered Charity Number 312828

A Company Limited by Guarantee, Company Registration Number 250031

Registered Office
19 The Close, Salisbury, Wiltshire SP1 2EB

Founded by Sir Sydney Nicholson in 1927

Registered Charity Number 312828
A Company Limited by Guarantee, Company Registration Number 250031

Registered Office
19 The Close, Salisbury, Wiltshire SP1 2EB

Governing Document
Memorandum and Articles of Association dated 25 July 1930, most recently amended at RSCM's AGM on 18 September 2017

Charitable Objects
The RSCM exists to promote the study, practice and improvement of music and other matters relevant to the conduct of Christian Worship. Our main activities in pursuit of this object are the provision of programmes of education, training courses, resources, publications and advisory services to subscribing individuals, churches, colleges and other bodies, both in house and by working in partnership with other organisations.

Royal Patron
His Majesty the King

Patrons
The Right Revd The Moderator of the General Assembly of the Church of Scotland
His Eminence the Cardinal Archbishop of Westminster
The Revd The Moderator of the Free Churches Group
The Rt Revd and Rt Hon The Lord Carey of Clifton

President
His Grace The Lord Archbishop of Canterbury

Vice-Presidents
The Right Revd David Stancliffe
Brian Kay

Reference and administrative details

Council (Trustees and Directors)

1. Phil Taylor (Chair) (from March 2023)
2. Andrew Morgan (Vice Chair) (from March 2023)
3. The Very Reverend Dr John Hall (Chair until March 2023)
4. Brigid Parkin
5. Mary Evans (until September 2023. Died January 2024.)
6. Chris Bridges
7. Edward Wild
8. Revd Angie Paterson (until March 2023)
9. Tansy Castledine
10. Nicholas Riddle
11. John Halsey
12. Margaret Greenwood
13. Julia Mixter
14. Susan Pope
15. Martin Honeywood (from June 2023)
16. Sammi Tooze (from June 2023)
17. Sean Costello (from June 2023)

Honorary Advisors

1. The Revd Dr Maggi Dawn
2. Trevor Ford
3. The Revd Douglas Galbraith
4. Dr Simon Lindley
5. The Revd Dr Timothy Macquiban
6. The Revd Peter Moger
7. Mr Richard Morrison
8. Patrick Russill
9. Dr John Rutter
10. Professor Peter Toyne
11. Dr Noël Tredinnick
12. Dr Mary Archer

Senior Officers and Managers

Director	Hugh Morris
Deputy Director Education and Mission Delivery	Sal McDougall (until 31/3/24)
Assistant Director Operations/Company Secretary	Paul Hedley

Advisers

Auditors	Rothmans Audit LLP Avebury House, 6 St Peter Street, Winchester, SO23 8BN
Principal Bankers	Santander, Bootle, Merseyside, L30 4GB
Common Banking	CAF (Charities Aid Foundation), 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4TA
Insurance Brokers	Bridges Insurance Brokers, 61 Northdown Road, Cliftonville, Margate, Kent, CT9 2RJ
Investment Managers	Brewin Dolphin, 12 Smithfield Street, London EC1A 9BD
Solicitors	Batt Broadbent, 44 Castle St, Salisbury SP1 3TX
Pensions Administrators	Origen Financial Services Ltd, Infor House, 1 Lakeside Road, Farnborough GU14 6XP

Objectives and Activities

Aims

The mission of the Royal School of Church Music (RSCM) is to enable the flourishing of church music.

The RSCM's current 5-year Strategic Plan continues to provide the reference point for our planning and activity; coupled with the milestone of RSCM's centenary in 2027 our focus is on long-term horizons and clarity of future direction.

The key purpose of the RSCM is enabling the flourishing of church music by:

Celebrating our past
Encouraging and resourcing the present
Inspiring the future

It is based on the following **Missional Values:**

The RSCM is an independent UK charity dedicated to supporting, nurturing and sustaining church music. We provide relevant education, training and resources to our members and to the wider church in countries all around the world.

- We work to improve the study and standard of music in Christian worship.
- We advocate for music as a missional tool for church growth.
- Our work is underpinned by our Christian faith. We value each person as bearing the image of God and as a being who should be protected from harm.
- We strive to broaden the church music landscape, to make it more inclusive and more active.

In 2023, further work was undertaken to clarify the RSCM's **principal beneficiaries**.
These are:
1. **Young people**, without whom there is no future for church music or, indeed, for the church as a whole.
2. **Music leaders**, who bear the responsibility for the flourishing of church music in their context today and play a key role in the nurture and support of the next generation of church musicians.
3. **Worship leaders** (including, but not exclusively, clergy), who can help to ensure that music finds its place within the mission and ministry of the local, diocesan, and national church, supporting growth in faith and discipleship.

Young people need to form the focus of thinking if we are to enable the long-term flourishing of church music.

Our vision for the future

In 2027, the RSCM will celebrate its Centenary. This will be a good opportunity to celebrate the rich heritage of church music, to remember the RSCM's positive role in shaping that history over the past one hundred years, and to map out its future. It will also be a moment to reflect upon our core values. We must redouble our efforts to encourage the church to recognise the power of music as an agent for growth. We must encourage and support churches to make the most of the musical resources they have and to be ambitious about their music making. Perhaps above all, we must ensure the future flourishing of church music by inspiring young people.

Strategic Priorities (drawn from the RSCM Strategic Plan)

1. **Encouraging the development of church music and musicians**

   Part of our mission is to improve the study and standard of music in Christian worship. This requires the RSCM to function as an educator and to train current and future generations of church musicians. We have a mandate to provide a coherent, comprehensive educational offering that is relevant to the church, to our members and to all those whom we serve, regardless of age or ability. This must include positive engagement with young people as we enable them to begin a lifelong encounter with church music.

2. **Bringing people closer to God through music**

   We will motivate churches to align with our aims and values. Our resources encourage our members and the wider church to view music as a tool for mission and growth. If church music is to flourish in the future, it is essential that we introduce more children and young people to the joy of singing in church.

3. **Promoting music in worship and excellence in music**

   The RSCM promotes the value of church music in the wider world. We are advocates in a range of spheres, working with appropriate partner organisations and in relevant public forums. We build upon the rich heritage of church music, while celebrating the diversity found within the contemporary landscape. We ask what the wider world can bring to church music, and what sacred music can bring to the life of the church and society in general.

RSCM's business plan, supported by detailed project plans, allows senior management, together with Council, to deliver the strategic plan effectively, focused on achieving maximum impact from the resources available.

The RSCM in 2023: Achievements and Performance

Education is at the heart of the RSCM's name, and at the heart of its mission.

Key achievements during the year include the delivery of new resources to support the strategic priorities, and a more complete resumption of Education courses, especially those for young people.

The week-long, residential **Bath Course**, an annual fixture in the RSCM's Education calendar, was back to its pre-pandemic capacity, with all 95 places filled. Considerable efforts were made to ensure that the range of music included during the week represented a range of musical styles and traditions, and a good gender balance of composers. A new commission from Jack Oades was premiered, linked to him running a composition workshop for course attendees. A highlight for all was the significant engagement with the worship which forms such a central core to this course.

> *I have thoroughly enjoyed my time on the course and I just wish I had found out about it sooner. I'd do it again if I could and I will be recommending it to young people in my area. It's been an amazing week, thank you!* ***Singe****r*

> *I absolutely love the sense of community on the Bath Course. The house I was in very much felt like a complete family by the end of the week and I loved seeing friends that I made and hadn't seen since last year and making new ones.* ***Singer***

> *It was a very fun week and it definitely improved aspects of my singing and made me more confident.* ***Singer***

> *Thank you to all the staff for such a wonderful course in Bath. It was my son's first time and he absolutely loved it and is keen to return next year. He sang for the entire journey home!* ***Parent***

As part of this course, and also in the summer residential week for the **RSCM Millennium Youth Choir**, we advanced the next stage of our Emerging Leaders programme. This aims to provide music leaders of the future with the skills they need to be their own catalysts for growth. On these two courses, Emerging Leaders are given mentored supervision and experience-gaining sessions. The next phase of expansion of this is to deliver a more far-reaching, online training programme for the much larger number of applicants for the limited number of in-person places we are currently able to offer; this will start in September 2024.

> *being an emerging leader is a valuable step in my career. I now need to pay even closer attention when singing so that I can put what I have learnt into practice when I'm standing in front of the choir.* ***Emerging Leader 2023***

> *I remember in my interview they asked what I was hoping to improve when coming here. I said "I'm hoping to find out what I don't know I need to know".* ***Emerging Leader 2023***

This programme makes me feel as if I have fingers in several pies: I'm singing, and I'm doing some conducting, I'm getting experience recording, which I don't think anyone else would let you do at this level. ***Emerging Leader 2023***

The RSCM's work to encourage more young people to sing, and specifically to do so in church, continues to grow and expand, and is now aligned into logical learning pathways.

Hymnpact® continues to be an important first-step resource. In line with the planned strategy and approach, a further 10 items were added to the resource in 2023. Feedback from users continues to be positive. The Church of England has funded a pilot project to evaluate how encouraging this kind of singing in schools opens the doors to singing in church, engagement with families, and on to encounters with discipleship. This is taking place in the Dioceses of Salisbury and St Albans. A particular highlight in 2023 was children who have been part of this pilot project singing for the Archbishop of Canterbury at a summer outdoor service in Salisbury. Next steps include to encourage more churches to create an environment to capitalise on the gains this resource provides within school contexts; and to further grow the number of schools subscribing to the resource.

'Being part of the choir is really important as it shows we are a unit. The song was easy to learn (possibly because we loved it so much) and it was great to be able to perform it!' ***Toby 9 years old***

'Personally speaking, and I'm sure that other people will agree, I think this is one of the best things the RSCM has done in quite a while and congratulations for this sort of thinking and for making that available.' ***Mick – Diocesan Music Adviser***

Voice for Life® continues to be a key part of the Education strategy. There are many resources available within this supporting choir training and vocal development at local level. Continuing the RSCM's approach to making the best of available technology, **Voice for Life Digital** has now launched and is being used and adopted by a growing number of choirs and choristers. The key features are that it enables independent learning, embeds multimedia approaches, and allows choir trainers to monitor and respond to the progress of individuals, without taking up lots of precious time. It is available both on computer and mobile app. Importantly, the outcomes of the five levels are cross-compatible with the original book-based resource.

RSCM Singing Awards, a focused track of the wider Voice for Life pathway, continued to increase in number, at bronze, silver and gold levels. In 2023, there were 260 successful candidates (2022: 239). For 2024 and beyond, a new approach to working with local partners (mostly, but not only churches and cathedrals) to provide an efficient, effective network of exam venues is being adopted. Work towards OFQUAL accreditation of the Awards is underway, a prerequisite for which has been the increased quality of our standardisation and examiner training procedures.

Church Music Skills has existed for many years as a correspondence course. Of the four strands (organ, choir trainer, cantor, and music group leader), the first of these – Organ - has now been re-released and revised as a digital course using the RSCM learning hub. The progress to release of this has been a long, gradual one but the increase in quality of the

resource is very apparent and has immediately resulted in a good number of users at the start of 2024, (currently 39).

RSCM Celebration Day – at which the RSCM presents Honorary Awards to those who have made significant contributions to church music at all levels from international to local – was held this year in Chester Cathedral; it linked the Area festival with the presentation of awards in a service of Evensong. Over 150 singers led the worship for our honoured guests, and large congregation.

Local events and RSCM Areas

Throughout 2023, 95 local events took place including Area Festivals, Come & Sings and educational training events. Some of these were drawn from the Education Menu following its launch in 2022.

Further to a review of RSCM's finances in the wake of the effect of COVID, and a strategic decision to focus on supporting our priority beneficiaries (young people, music leadership and clergy/lay leadership) with a limited number of centrally organised events, RSCM's Council made the significant decision to remove the Regional Manager posts in England, Wales, Scotland and Ireland. This in turn led to the setting down of the local RSCM Area structure during 2023, including disbanding the Area Teams. Post-pandemic, the structure of the Areas had become increasingly difficult and costly to maintain, and events often falling short of predicted financial budgets and attendance.

The transition during 2023 and into 2024 has therefore been away from a Regional Manager-led structure of Area Teams to a new, more dynamic system of supporting Member Organised Events. This newprocess launched in the first part of 2024. It includes guidance and support for those preparing and promoting the events, and listing these events on our website and in our Events newsletters. Volunteer support and goodwill will be retained in harnessing volunteer time and talents in new ways. A limited number of 'RSCM-labelled' events will take place each year, which will receive a greater amount of central staff support. Whilst changing the way the RSCM delivers local activity, we will continue to nurture relationships with our Diocesan and Provincial Representatives, and look to work more closely with the dioceses on training for all those who lead worship.

This is gaining momentum, and enables Member churches to have a more active relationship with the administration support available from the office staff team.

An important part of the task of closing the Areas was to thank all of our volunteers who in some cases, had many years of involvement with the RSCM at a local level and many were nominated for RSCM Honorary Awards to acknowledge their dedication and success.

Raising funds

Raising funds to support our work is a critically important activity.

RSCM Music Sunday (11th June) included a new fundraising initiative. RSCM's Director, Hugh Morris, and Assistant Director, Paul Hedley, undertook a sponsored tandem cycle ride. This was intended to draw together a number of themes. It was a route of 96 miles in the charity's 96th year; and deliberately went from our former home in Addington Palace, Croydon, to our current offices in Sarum College, Salisbury. It also straddled RSCM Music Sunday, which highlights the value of music in worship, and the countless number of people who support and provide such music. The trip thus included visits to a member church (St Thomas on the Bourne, Farnham) on the morning of Music Sunday, and Winchester Cathedral for evensong the same day. The target of raising £9600 was exceeded (£11091.15 including Gift Aid), and it provided a good range of radio, newspaper and online media coverage.

The **Friends scheme** continues to work well, with 199 friends at different levels of support. In 2023 this represented a total of £25,548 of giving pa (NB Gift Aid not included).

Friend (£50+)	101	£5349
St Gregory (£100+)	76	£9000
St John (£250+)	13	£3749
St Cecilia (£500+)	3	£1,950
St Nicolas (£1,000+)	6	£5,500
Total	*199*	*£25,548*

As part of the scheme, the St Nicolas tier of Friends were invited to attend a lunch in Oxford, at which Nicholas Cleobury was the guest speaker. This was followed by a demonstration of the new organ in Magdalen College Chapel by Mark Williams (Informator Choristarum), an introduction to the Merton Choirbook in Merton College's Old Library, and a memorable Evensong in Merton College Chapel.

An invitation to our **Annual Lecture** is one of our Friends benefits, and in 2023 Professor Jeremy Dibble spoke on Stainer's *Crucifixion*, the choice of topic selected because it combined with the launch of the New Critical Edition published by RSCM. This was held at St Marylebone Parish Church in London, where the piece was first heard in 1887.

The option on the web shop to donate to our work in training young people at the point of checkout has continued to be a valuable source of free-will offering, providing £1810 of additional income, which has been used to support our educational work in training choristers.

The **Legacy Society** continues to be well supported, and in 2023 the annual service reverted to Sarum College Chapel. A highlight for attendees was the additional post-lunch talk. This was given by 1953 Coronation Chorister Allan Ledger, and was appropriate not only because this followed in the weeks after the 2023 coronation, but also because the 1953 massed choir was resourced and trained by the RSCM.

The **Annual Appeal** in 2023 was considerably more successful than in 2022, raising £12,947 + £2140 in Gift Aid (2022: £5500)

Safeguarding

A culture is now well established of Safeguarding being embedded in all aspects of RSCM's work. Policies have been successfully reviewed, revised and updated.

Much of that safeguarding work inevitably happens in a way that is not externally visible, but which nonetheless involves significant correspondence, liaison and co-operation with statutory agencies, including the police and individual LADO staff in support of investigations. Active work has also taken place with Dioceses in managing risks presented by people of concern.

An active approach to implementing our Safer Recruitment processes has enabled the RSCM to ensure it makes appropriate staffing appointments.

Tailored training for staff working on RSCM courses has been delivered; and there continues to be awareness and involvement from all RSCM departments in relevant aspects of safeguarding.

Membership

The RSCM is a membership organisation, and supporting that membership remains a key priority for the charity.

The relational focus to supporting our valued members continues to be a key priority. As planned, the new **Members Area** of the website launched in March 2023, enabling previously scattered information to be collated into one place. Significant new benefits included the launch of **Sunday by Sunday Plus**, an enhanced online version of the printed magazine which allows effective planning of services and organising of musicians. New membership benefits in 2023 included a partnership with Sing for Pleasure, and also the launch of a regular, monthly series of online events which are intended to expand on our commitment to resource and support our members.

For the first time, our new database allowed us to actively track renewals and follow up lapsed memberships. Doing so resulted in 78 new or refreshed Memberships which represents 49% of those contacted.

Membership figures at the end of 2023 stood as follows:

	Number of Memberships	***Previous year***	**Trend**
UK Group (Affiliate)	2879	3040	-161
UK Individual	1065	1074	-9
UK Under 25	34	40	-6

Connections with RSCM's International Partners, whose 894 memberships are not listed in the lines above, were further strengthened by ongoing online meetings. An additional 74 international members are administered directly from the UK.

International Partners

The RSCM has five partners who are constitutionally independent from the RSCM UK charity.

RSCM America

2023 was a vibrant year for RSCM America. The Board met in February to elect new officers and discuss changes in strategy and structure to better deliver value to our members. A Board retreat occurred in May where goals for the future of RSCM America progressed, along with a year-long strategic timeline and 3 and 5 year goals. They are exploring how a revised membership structure might allow greater impact, so that anyone who sings in an RSCM America choir considers themself a part of RSCM America; singer-focused rather than institution-focused. In terms of summer courses, the pandemic led to the closure of three historic and beloved courses. One new course was launched and is gaining good traction. The Board, as well as the local committees of the six surviving residencies, worked hard to make sure the experiences stayed vital and sustainable, chiefly because the benefits these weeks offer to individual singers cannot be quantified and they are the most tangible and recognizable aspect of our work. The President is heartened by the energy and diversity of the current Board, while at the same time concerned about the fiscal situation. He hopes, though, that with some of these pivots being undertaken a bright future for church music in America is on the horizon.

RSCM Canada

The Covid pandemic severely impacted Canada, especially Ontario where most of the membership resides. Choirs and directors had worked with fewer people and smaller music budgets. In 2023, small areas of growth were seen. The Board is looking at a new website to allow more space for information and easier access. There has been interest from individuals who were keen to be part of the RSCMC Board. Events have started up again in a small way.

RSCM New Zealand

The highlight of the RSCM year in New Zealand was the Cambridge Summer Festival in January 2023. Significant numbers of choristers from established choirs travelled from considerable distances to participate.
Other 2023 activities included:
(1) Putting in place plans for the distribution of the RSCM National Library holding.
(2) Reviving the appointment of RSCM Advisors. The Otago-Southland Branch has led the way with the appointment of Richard Madden ARSCM
(3) A renewed search for examiners for VFL Awards.
(4) Partial resolution of CMQ supply issues.

RSCM South Africa

Cape Town (Western Cape) struggled to hold a quorate in-person AGM but succeeded on a second (hybrid) attempt and elected a new Chairman. Kwa Zulu Natal (KZN) branch has an increasingly 'mature' membership and is finding it difficult to retain committee and officeholders. Some English language congregations are facing musical and worship changes that have impacted on choirs and organists. Northern Branch (Johannesburg et al) faced leadership issues and administrative challenges in releasing bank and investment accounts with deceased and emigrated signatories. Eastern Cape branch was sadly dissolved.
Nationally, increasing difficulty in holding nationwide residential events put pressure on the National Board's constitutional obligations to meet in person. An in-person National Board meeting was held in Cape Town in December.

RSCM Australia

RSCM Australian activity in 2023 included the Winter School in Brisbane in July, which after some careful work to re-think the programme proved to be a successful occasion. The national council has met on a number of occasions, and each of the Branches has planned and delivered a range of sessions and activities. Further work included planning of a series of events to capitalise on the visit of the RSCM's Director in March 2024.

RSCM Publishing

At the beginning of 2023, RSCM publications became a limited company, wholly owned by the charity. The purpose of this was primarily to improve the support offered to the work of the charity through increasing the profitable out-turn of publishing activity. The new **'RSCM Enterprises'** is also able to undertake a wider range of activities in pursuit of financially supporting the charity.

RSCM publications continued the recovery in sales started in 2022, with improvements through 2023 in all areas of trading. The year started particularly strongly with a specially commissioned anthem to celebrate the Coronation by Joanna Forbes L'Estrange, 'Sing for the King'. This was the focus of a major campaign of the same name, with the opportunity of supporting our aim to bring more people into contact with church music and fulfilling the priority of 'bringing people closer to God through music'. It was available in multiple formats for Unison or SATB choirs, piano or organ, printed or digital download copies. The anthem was taken up and performed by hundreds of choirs around the country and beyond (284 bought the digital download, and 2689 physical copies were sold), and we were able to use the recordings made by the composer herself and by Royal Holloway Choir to support the initiative. 241 different choirs told us of their performances, including Church Choirs, School Choirs, Community and Chamber Choirs, Choral Societies and Cathedrals.

Further new products published in 2023 included a new critical edition of Stainer's Crucifixion, edited by Professor Jeremy Dibble, referring to the manuscript score in the University of Durham Library; Come & Sing Evensong, a collection of Responses, Canticles and Anthems for putting on your own Come & Sing event (aligning to the RSCM's priority of promoting music in worship); and Two-Part anthems, a collection of newly composed anthems by contemporary composers for choirs with limited voice parts, meeting the needs of a post-Covid, changed church landscape. All three of these new publications sold above expectations, and re-prints were required for them all within the first year of publication.

The publishing and trading activities of the RSCM are now much more visible; for the first time this includes separate accounts for the trading subsidiary and the charity, as well as combined, consolidated accounts.

Online Presence

The RSCM's connection to wider networks has grown as a result increased social media presence and engagement; a new strategic approach to co-ordinating our output on Facebook, Twitter and Instagram has had significant benefit:

Period – June to Sept	**2023**	**2022**
Posts across all networks	153	84
Post impressions	235K	105K
Post reach across networks	207K	79K
Facebook – post engagement	5.28%	4.65%
Instagram – post engagement	11.15%	6.73%
Twitter – post engagement	2.93%	3.07%

Our e-Newsletters continue to be an effective tool for engagement. Notes from the Director is issued every four weeks, and currently goes to 8971 unique recipients. The new Events newsletter has a circulation of 6600, and the Publications newsletter a circulation list of 7066.

Partnerships and connections

The RSCM has a growing list of organisations with which it has an active and engaged relationship, enabling us to have a stronger, more audible voice and presence.

These include:

Association of British Choral Directors
Cathedral Music Trust
Cathedral Organists Association (for which RSCM acts as administrator)
Choir of the Earth
Chorally
Church of England Flourish Network/Hubs
Church of England Growing Faith Foundation
Church of England Vision and Strategy team
Churches Conservation Trust
Guild of Church Musicians
Hymns Ancient and Modern
Let's Go Sing
National Churches Trust
Royal College of Organists
Sarum College
Sing for Pleasure
Singing Network UK
St Stephen's House Oxford (Institute of Sacred Music)
The Church Times
Woodard Schools foundation

The RSCM also hosted a meeting in the House of Lords, sponsored by Lord Cormack RIP, which in addition to attendance by some of the above groups also included representation from Historic England and English Heritage.

Supporting activity

The office support aspects of the RSCM from our home in Salisbury Cathedral Close remain important to the operations of the charity. RSCM has fully integrated hybrid working, with some staff working full-time in the office.

During the year, there have been a number of key staffing changes. The Regional Manager roles came to an end. The Safeguarding Assistant moved to another role in Salisbury, and as part of the reorganisation of processes, our finance team went from three to two, and the Data Manager role was combined with the Digital officer's responsibilities. The holder of the externally-funded post of Hymnpact project manager resigned for family reasons, and in 2024 this role has been re-configured to enable better connection with the partners involved with the project.

Assessing performance

Successes are many. Some of these are as listed above. The most important is that the RSCM's strategy, stated priorities, and plans are more intentional and better defined than for many years.

As we moved towards the end of 2023, a new member benefit was created, ready to launch in 2024 to enable all RSCM member churches to register their locally organised events and provide publicity through RSCM channels. New resources to help our members plan successful events add to the support provided for RSCM members to continue music making at a local level. In synergy with this, the creation of a new monthly RSCM events newsletter, sent to our ever-growing publicity network, helps event promoters reach a far greater number of potential attendees at events. This new newsletter includes centrally organised events and new 'member organised events'.

Our transition from a passive stance regarding membership to an active one has paid tangible dividends. The overall church landscape we serve is in a very challenging place but we are becoming a stronger and more visible presence again.

Our education work is well planned and organised, and our Hymnpact! resource is connecting us back into schools, and actively kick-starting the singing and church music journey for a new generation.

Challenges are not without number. The first of these is that the financial consequences of the pandemic continued to wash through and have a significant impact on the RSCM. Further to the poor performance of invested funds in 2022, and the shortfall in operating income and resulting significant budgetary shortfall, significant action was taken in early 2023. This resulted in the reappraisal of Council's 2019 decision to invest in, and develop, the Area structure. Setting down a structure which has been place for several decades was inevitably a challenge. This also has the consequence of moving into a different landscape without teams of volunteers to help deliver events at a local level, and requires us to find new ways to make the RSCM visible locally.

Further responses to enable the rebuilding of RSCM's financial reserves have included other reductions in the staff expenditure. The total staff resource of the RSCM at the end of the 2023 is therefore significantly smaller than at the start of the year, and this has required reorganisation, and re-prioritisation. Some of the work we had hoped to undertake in 2023 has had to be pushed further into the future.

The transition to separate Enterprises as a trading subsidiary from the charity as a whole proved to be a more complicated and frustrating experience than anyone had anticipated, with new banking sector regulations and compliance proving a significant hurdle to surmount.

A wider challenge for RSCM continues to be the tendency of many involved in church music, and indeed in the church, to have a backwards-focused view. Despite our regular communications, newsletters, information on our website, and more, there are still many who think we continue to occupy Addington Palace, which we left in 1996. This rear-view mirror thinking makes it more difficult to get the key messages of RSCM's current and future strategy and priorities heard and adopted. However, those who attend and engage with the RSCM's work continue to be very positive about it; but finding effective ways of marketing those opportunities for engagement remains an ongoing challenge (though, as detailed above, the engagement with RSCM's social media continues to rise).

Fundraising was still a difficult arena in 2023, and continues to be in 2024. Grant-making bodies and trusts have in many cases reduced the level of funds available, and/or changed the criteria for applications, and this is set against a steep rise in the number of applications they have received; this is widely acknowledged across the charity sector. The priority for the RSCM through 2024 is to develop and then enact the long-term case for support, harnessing the opportunity which the narrative of our upcoming 2027 centenary offers.

Summary

The RSCM has a very clear set of priorities and vision for the future. The work set in train over the last few years, particularly in the provision of new, digitally-focused resources and support mechanisms, is now bearing fruit and will be capitalised on during 2024 and beyond.

New, much-improved finance processes and reporting mechanisms, together with significant learnings from the application of the 2023 budget, have radically improved the ability of senior staff and Council to take knowledge-based, financially-led decisions; and this is already having a significant, positive impact on organisational performance in 2024.

The RSCM is a rapidly evolving and changing organisation, responding to meet the opportunities and challenges for the markets it serves and wishes to serve. Our ambition is to ensure that numbers joining us on our journey to the future increase and multiply; for whilst an organisation focused on Godly things, we are nonetheless grounded in people, who ultimately remain our principal asset.

Financial review

Financial results for 2023 show a positive direction of travel from the years prior, though challenges still remain. Raising funds continues to be difficult in the current economic climate, and significantly lower than expected legacy income in the year took its toll on the overall outturn figures. It is clear that the current financial challenges are twofold: income generation, and the consolidation of the balance sheet (see section below regarding reserves.) Expenditure, however, is being very well contained. 2023 also contained very positives moves in our financial processes and reporting, making it much easier for decisions to be financially informed and made in a timely fashion based on dependable information. A major reconfiguration of our Sage setup took place in early January 2024, which has further cemented this agenda of timely and accurate, system based financial reporting.

The first year of trading for RSCM Enterprises was not without its challenges, but a good foundation has now been laid for growth in the coming years. Separating out this activity was always intended to enable different sort of work and product, and the initial stages of that transition to a more commercial mindset will begin to be visible in 2024.

2023 was also the year in which CIVIcrm has really started to deliver for the organisation. Direct Debits for membership and friends are all running simply, with little intervention, and automation of reminders and other communications is well underway. The new means of searching and reporting has also been a game-changer for RSCM in how it is able to utilise its data, and our understanding of the system, and how it can be used has grown significantly. Major pieces of work in the latter part of the year were developed in-house (including a new Event registration system and Exams portal), and both will be live in 2024.

Reserves

Organisational reserves, and restricted and designated funds have been a major focus of work this year. Given the income challenges detailed above, the intended improvement in our General Unrestricted fund has been less than was planned for in 2022, meaning that we still sit significantly below our stated policy level. The General Fund, or 'free reserves', stands at £119,741. The charity's free reserves target stands at £293,000. The Trustees recognise that while some improvement has been made in this regard in 2023, this position must be addressed with some urgency to return the balance sheet to a more sustainable position.

2024 will address this specifically, in particular through a charity commission exercise to rationalise and simplify our restricted income funds. Alongside this, focus is being put on active and targeted use of restricted reserves over the coming period, to try to rebalance the current allocation of endowment, restricted and unrestricted funds the organisation holds.

Several Designated funds have been closed during the financial year as they no longer serve the purpose for which they were established: Area activity has changed, and given the way our investments now work, keeping a significant amount bound up as a revaluation reserve no longer makes sense. This simplifies the Unrestricted picture significantly.

Total reserves amount to £1,094,737 of which £433,441 is held in endowment funds and £502,601 in restricted funds. Of the unrestricted funds, £28,685 is designated to represent the amount of funds tied up in fixed assets, £10,269 of funds are designated to the Cathedral Organists Association.

Risk Assessment

Risk has always been part of the FAC remit, and a new approach was developed during the year, enabling RSCM to better track and assess both strategic and operational risks, and put in place appropriate mitigation measures. As the organisation becomes more digital in its operation and delivery, IT risks are becoming more significant for the organisation as a whole. Much work has been done over this period on hardening and system security, which will culminate in 2024 with RSCM applying for Cyber Essentials accreditation.

We have continued to manage down risks, measured on a scored basis that looks at a combination of severity and probability, and also maps the effects of relevant mitigations alongside the ownership of those actions.

Areas assessed include:

- Safeguarding
- Fraud
- Financial collapse of key income streams
- Strategic IT risks (including GDPR, key providers and system vulnerabilities)
- Major PR/media failures
- Unforeseen multiple losses of Council or senior management team-members

Risk registers are also maintained for our various service-providers, our partnering relationships elsewhere, and for the various overseas local bodies who are permitted to use the RSCM brand in USA, Canada, New Zealand, South Africa and Australia.

Investment Policy

The investment portfolio refers to the sums currently invested in diverse investment instruments under the management of an investment manager, currently Brewin Dolphin.

The charity has recently revised its investment policy, which is summarised as follows:

The charity's invested funds will be managed within the framework provided by the RSCMs appetite for risk, its ethical investment policy, its target rate of return, and any other such criteria as are deemed appropriate by Council. These will be determined and reviewed annually in the context of, inter alia:

i. Advice from the investment manager
ii. Comparison with other similar sized charities
iii. The RSCMs extant financial position
iv. The global and national economic climate.

The RSCM does not wish directly to profit from, or provide capital to, activities that are materially inconsistent with its Christian values. An appropriate industry-standard ethical screening tool, such as Moody's ESG, may be used by our investment manager for the purposes of identifying appropriate investments. Council will review the investment portfolio annually and, from an ethical perspective, reserves the right to instruct the investment manager with respect to specific investments. This ethical policy does not apply to pooled investments, such as investment trusts.

Investment Performance

2023 was a significantly better year for the Investment portfolio than 2022, with an overall net return of 6.8% (2022: -10.2%), outperforming the ARC Steady Growth indicator on the year. Income held up well, and the overall capital value has grown too, returning to the level in early 2022. Asset class positioning by Brewin Dolphin was a positive contributor to overall performance, and while it was difficult to participate fully in the strength of the 'Magnificent 7' tech companies in the US, the portfolio did benefit from positive performance in US equities and technology. The boost provided by a late year market rally was very welcome for the overall outturn.

How the RSCM raises voluntary income

The RSCM appeals for donations directly to its members and existing supporters (by post, and by electronic communication). The RSCM also receives income both directly and through various online giving websites.

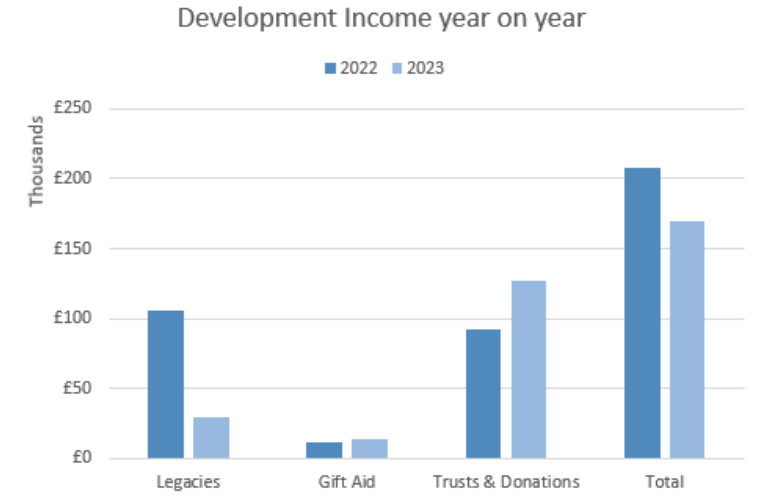
Fundraising is carried out by RSCM staff and volunteers.

In 2023, we continued to make use of an external consultant to further our development work, working to a specific brief and under the oversight of the RSCM Director. There was one complaint received during 2023 about RSCM fundraising activity, which related to the human error in our system transition, resulting in the mailing of a small number of individuals who should not have been approached. This was resolved directly with the complainant concerned through our normal GDPR process.

The RSCM protects the privacy of its donors by not sharing any of its data with third parties, except where it is necessary for carrying out its legitimate operations and complies with relevant data protection laws. The RSCM appeals to an individual at most twice in one year and all such appeals are made under the direction of the Director of the RSCM who is responsible for Development.

2023 Voluntary income

In 2023 individuals, churches, and trusts donated £127,110, (2022: £91,648) to support the charitable work of the RSCM. By gift aiding their donations, our supporters contributed a further £13,361 in 2023 (2022: £11,181).



2022	£105,549	£11,181	£91,648	£208,378
2023	£28,962	£13,361	£127,110	£169,433

Legacy income

Income from gifts in wills has long provided a significant, if unpredictable, income stream. In 2023, the RSCM's receipts of legacies were unprecedently significantly lower than in any of the last 10 years. In 2023 RSCM received £28,962 (2022: £105,549) of which none represented restricted funds. In addition, the RSCM was in receipt of various donations in memoriam totalling £1,750.

Grants

The value of grants received in 2023 is £110,330. This represents an increase on 2022 of £31,600. We are deeply grateful to the Liz and Terry Bramall Foundation for their ongoing support and to all the Trusts and Foundations that have supported us during the year either with grants or donations.

These include:

- Allen Charity Trust, The
- Donald Byford Charitable Trust, The
- Church of England, Strategy & Development Unit, The
- G.F. Eyre Charitable Trust, The
- Garfield Weston Foundation, The
- Kirby Laing Foundation, The
- Marsh Charitable Trust, The
- G.M Morrison Charitable Trust, The
- Open Fountain Trust, The
- Ouseley Church Music Trust, The
- Miss Kathleen Beryl Sleigh Charitable Trust, The

Plans for the future

The priority beneficiaries for the RSCM's work are:

- Young people
- Music leadership
- Clergy (and lay worship) leadership.

Plans for 2024 and beyond, not least towards and through the milestone of RSCM's Centenary in 2027, are focused on supporting these key groups of people, whilst recognising that we are also a membership organisation with a wide and diverse membership base.

Education remains a key part of what the RSCM does, and, with the launch of new resources including Voice for Digital and the relaunched Organ strand of Church Music Skills, a priority is to maximise the engagement and take up of these, as they support our educational strategic objectives.

The Education strategy itself is due revision and further development and will then be linked to the membership strategy, and the development strategy as the reference point for fundraising.

Plans for the OFQUAL accreditation of our Singing Awards will also continue to be developed.

The Emerging Leaders programme continues to grow and develop, with a series of online sessions to be offered to all 2024 applicants from September.

The Tutor network will be engaged to deliver more Education Menu events and to help us forge relevant partnerships with e.g. dioceses to provide need-based, relevant, high-quality training.

Partnerships with other organisations will continue to be developed where of mutual benefit; examples include the Church Choir Award offered in partnership with the Cathedral Music Trust; the Post-graduate qualifications offered by the Institute of Sacred Music at St Stephen's House, Oxford, and Sing for Pleasure, offering bespoke RSCM training courses for choral leaders at a broad range of levels.

Consideration of the best way of planning for the future of RSCM's considerable archive, together with the Colles library, will also begin. These have been in temporary storage since the RSCM moved to Salisbury 2007, and this has never been a satisfactory way of using this asset.

Work to strengthen our relationship with our members – both group and individual – will continue, along with encouragement to the membership to engage with the benefits on offer. In particular, the key resource of Sunday by Sunday Plus deserves a better level of take-

up than it is currently achieving. The need to reach out to wider networks to gain new members remains evident.

The RSCM also needs to increase both the number of financial supporters, and the total monetary value of support they offer. A key challenge is to convert goodwill into financial tangibility. This is set against a tougher-than-ever financial climate, especially with regard to grant-giving organisations. The priority for RSCM, therefore, is to set out our plans for the Centenary so that each and every potential supporter and advocate with whom we engage can see our vision for the next 5 years. By the end of 2024, the Centenary Plan will be in place.

RSCM Enterprises Ltd will be encouraged to develop a more ambitious plan for growth, including the active development of the RSCM Music Direct branding; and look to promote RSCM publications to wider markets. Marketing, including for Enterprises, will be encouraged to build on and sustain the increased engagement of the last few months.

Support systems and administration, including Safeguarding, will be monitored and developed; with so many things the RSCM *could* be doing, the need to effectively manage priorities is paramount to make the most effective use of precious, finite staff resource.

The work of staff is overseen by Council. Phil Taylor was elected as Chair and Andrew Morgan as Vice-Chair at the March 2023 Council meeting. By extraordinary resolution, Phil Taylor's term on Council was extended past the end of the second term to allow him act as a transitional chair. From June 2024, the Chair will be Baroness Susan Hayman. RSCM wishes to place on record sincere and grateful thanks for the work Phil Taylor has done to support RSCM's mission in his time as trustee and most particularly as Chair of Council. We are most grateful.

Structure, governance and management

Council and Honorary Advisors

Full principles for the organisation structure of the RSCM are contained within the charity's governance document. The Charity is overseen by a Council of trustees. Decisions are taken by Council or by staff on such delegated terms as Council approves. Generally, strategic decisions are taken by Council, and the day-to-day management of the charity is delegated by Council to the Director and his Deputy and Assistant Director colleagues who are considered key management.

The members of Council are the Trustees of the charitable assets and activities of the Company and are the Directors of the Company for the purposes of Company Law. The number of Council members is now limited to sixteen, and Members of Council are recruited with a view to Council's overall balance of skills and interests. A Council Recruitment group of trustees oversees the process of appointment of new trustees. The approach is to advertise through appropriate social media and other channels, including RSCM's own newsletters and website. Qualified candidates go through the Safer Recruitment processes before recommendation to Council for appointment.

New members of Council are supplied with an induction pack, including among other items the Charity Commission's The Essential Trustee, the RSCM's Memorandum and Articles of Association, and the current business plan and published accounts, and are informally briefed by the Chair with regard to the requirements of the role. All Council members are kept informed as to key governance-related issues by the Secretary to Council. Budget provision is made for ongoing training for all members of Council.

The Council and staff have access to Honorary Advisors who are available to support decision making at Council level.

Smaller *ad hoc* working groups consisting of appropriately skilled members of Council and Senior Officers are formed to consider specific issues in preparation for Council meetings. In 2023, these included the Finance and Audit Committee, an IT Steering Group, Brand Development and Marketing group, Safeguarding Group, and Development Committee; and the separate Enterprises board for the trading subsidiary. For 2024 these have been reviewed and restructured to ensure best practice for Governance is in place.

Members of Council are covered by the RSCM's indemnity insurance, subject to normal exclusions, in the event of a personal liability arising to them in their capacity as Trustees of the Charity. This cover is provided as part of a combined insurance policy and the amount of the premium applicable to Trustees' indemnity cannot be quantified.

All trustees give of their time freely and received no remuneration during the year. Summary details of any incidental expenses claimed during the year are documented elsewhere in note 7 to these accounts.

Senior staff remuneration (the Director, and the Deputy and Assistant Directors) is reviewed annually as part of, and commensurately with, any annual salary review for all payroll staff. Some account may sometimes be taken of recognised indices such as RPI and CPI in determining any such general annual review, but any percentage increase for staff, including the three senior posts, will be determined at least as much by projected affordability, as by reference to any such published or otherwise recognised index.

Audit Information

So far as each of the directors at the time the Report of Council is approved is aware:

a) there is no relevant information of which the auditors are unaware; and
b) they have taken all relevant steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Statement of Council Responsibilities

Council (who are also directors of the Royal School of Church Music for the purposes of company law) are responsible for preparing the Report of the Council and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

Company law requires Council to prepare financial statements for each financial year. Under company law Council must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, Council are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

Council are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Council's report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Public Benefit

In pursuing these activities, the Council confirms that it has complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission General Guidance on Public Benefit. In particular, the RSCM's training programmes, publications and associated resources serve to promote the charitable purposes of the advancement of education, religion, arts, culture, heritage or science. We consider that our work is of significant public benefit, not only directly to the organisations and individuals, especially children and young people, who are engaged with us, but also, indirectly, to the congregations and communities which they serve.

A. Morgan

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On behalf of Council

Andrew Morgan

Vice Chair of Council

Date: 20/6/24

Opinion

We have audited the financial statements of The Royal School of Church Music (the "Charity") and its subsidiaries (the "Group") for the year ended 31 December 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group and Charity's affairs as at 31 December 2023 and of the Group's incoming resources and application of resources, includings its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (incorporating the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Directors' Report and take advantage of the small companies exemption from the requirement to prepare a Strategic Report.

Responsibilities of the trustees
As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Group's and the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit, in respect to fraud, are to identify and assess the risks of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

In identifying and assessing risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures include the following:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and those laws and regulations that had a direct effect on the financial statements through discussions with trustees and management. The key laws considered are FRS102, the Charities Act and the Companies Act 2006.
- We understood how the charitable company is complying with those frameworks by making enquires of management and we corroborated our enquiries by reviewing Board minutes.
- We assessed the susceptibility of the charitable company's financial statements to material misstatement, including how fraud might occur, by making enquiries of management as to where they considered there was a succeptibilty to fraud, their knowledge of actual, suspected and alleged fraud and by considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations and we have evaluated opportunities for fraudulent manipulation of the financial statements including management override.
- Based on this understanding we designed our audit procedures to identify non-compliance with the laws and regulations identified above, which included, but were not limited to, identifying and testing journal entries made during the year and at the year-end and agreeing financial statement disclosure to underlying supporting documentation.

There are inherent limitations in the audit procedures described above, and there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

Use of our report

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

S A Sullivan FCA

Susan Sullivan FCA (Senior Statutory Auditor)
For and on behalf of Rothmans Audit LLP
Chartered Accountants & Statutory Auditors
Avebury House
6 St Peter Street
Winchester
Hampshire
SO23 8BN

Date: 16th July 2024

The Royal School of Church Music
(Company No:00250031)
Consolidated Statement of Financial Activities (including the Income and Expenditure Account)
For the year ended 31 December 2023

		Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2023	Total Funds 2022
		£	£	£	£	£
Income and Endowments from:						
Donations and legacies	2a	226,363	3,070	-	229,433	287,108
Income from charitable activities:						
Membership Income		531,363		-	531,363	480,185
Education & Outreach		95,619	60,000	-	155,619	104,998
Publication sales & royalties		349,666	-	-	349,666	316,306
Area committees		46,747	-	-	46,747	42,017
Investment Income	2b	2,156	25,155	-	27,311	26,571
Other Income	2c	8,843	-	-	8,843	7,079
Total Income		1,260,757	88,225	-	1,348,982	1,264,264
Expenditure on:						
Raising funds	3	127,259	2,945	2,637	132,841	136,743
Charitable activities						
Membership services	3	269,300	-	-	269,300	296,430
Education & Outreach	3	280,974	74,507	-	355,481	333,613
Publications	3	348,749	500	-	349,249	326,540
Area committees	3	253,089	-	-	253,089	288,944
Total expenditure		1,279,371	77,952	2,637	1,359,960	1,382,270
Net income/(expenditure)		(18,614)	10,273	(2,637)	(10,978)	(118,006)
Transfers between funds		16,288	(16,288)	-	-	-
Net Gains/(losses) on investments	11	1,992	15,601	17,632	35,225	(112,547)
Net movement in funds		(334)	9,586	14,995	24,247	(230,553)
Reconciliation of funds:						
Total funds brought forward	16	159,029	493,015	418,446	1,070,490	1,301,043
Total funds carried forward	16	**158,695**	**502,601**	**433,441**	**1,094,737**	**1,070,490**

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derives from continuing activities.

The notes form part of these financial statements

The Royal School of Church Music
(Company No:00250031)
Consolidated Balance Sheet
For the year ended 31 December 2023

	Notes	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
Fixed Assets					
Intangible assets	8	1,013	-	8,430	8,430
Tangible assets	9	28,685	28,685	28,700	28,700
Investments in Subsidiaries	10	-	1	1	1
Investments	11	844,386	844,386	814,955	814,955
Total fixed assets		874,084	873,072	852,086	852,086
Current Assets					
Stock	12	134,940	-	147,518	147,518
Debtors	13	111,902	258,592	141,876	141,876
Areas' cash at bank and in hand		20,052	20,052	19,210	19,210
Cash at bank and in hand		108,111	75,127	109,226	109,226
Total current assets		375,005	353,771	417,830	417,830
Liabilities					
Creditors: Amounts falling due within one year	14	154,352	127,506	199,426	199,426
Net current assets		220,653	226,265	218,404	218,404
Total net assets		1,094,737	1,099,337	1,070,490	1,070,490
The funds of the charity:					
Endowment funds	16,17	433,441	433,441	418,446	418,446
Restricted Funds	16,18	502,601	502,601	493,015	493,015
Unrestricted Funds	16,19	158,695	163,295	159,029	159,029
Total Charity Funds		1,094,737	1,099,337	1,070,490	1,070,490

No Charity Statement of Financial Activities is presented as permitted by section 408 of the Companies Act 2006. The Charity's surplus for the financial period is £28,847.

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the trustees on 20/6/24 and were signed on their behalf by:

A. Morgan

Andrew Morgan - Vice Chair of Council

The notes form part of these financial statements

The Royal School of Church Music
(Company No:00250031)
Consolidated Cash Flow Statement
For the year ended 31 December 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	CF1	(21,627)	(69,845)
Net cash provided by (used in) operating activities		(21,627)	(69,845)
Cash flows from investing activities:			
Purchase of tangible fixed assets		(11,751)	(17,871)
Purchase of fixed asset investments		(266,733)	(257,576)
Sale of fixed asset investments		260,446	270,916
Cash withdrawn from investment portfolio		12,081	(7,655)
Investment dividends & interest received		27,311	26,571
Net cash provided by (used in) investing activities		21,354	14,385
Change in cash and cash equivalents in the reporting period		(273)	(55,460)
Cash and cash equivalents at the beginning of the reporting period		128,436	183,896
Cash and cash equivalents at the end of the reporting period	CF2	128,163	128,436

CF1. Reconciliation of Net Income to Net Cash Flow from Operating Activities

	2023 £	2022 £
Net movement in funds for the reporting period *(as per the statement of financial activities)*	24,247	(230,553)
Depreciation and amortisation charges	19,184	43,077
(Gain) / Loss on investments	(35,225)	112,547
Interest and dividends received	(27,311)	(26,571)
Decrease in debtors	29,974	(43,421)
Increase / (Decrease) in creditors	(45,074)	69,673
(Increase) / Decrease in stocks	12,578	5,403
Net cash provided by (used in) operating activities	(21,627)	(69,845)

CF2. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash at bank and in hand	128,163	128,436
Total cash and cash equivalents	128,163	128,436

The Royal School of Church Music is a charitable company, limited by guarantee, registered in England and Wales. Its registered office and principle place of business is 19 The Close, Salisbury, Wiltshire SP1 2EB

1. Principal Accounting Policies

a) Basis of accounting

The financial statements of the Charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) second edition 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', the Companies Act 2006 and the Charities Act 2011. The financial statements have been prepared under the historical cost convention except that investments are carried at market value.

The financial statements are prepared in sterling which is the functional and presentational currency of the Charity. The financial statements are rounded to the nearest pound.

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern and these accounts are prepared on a going concern basis.

There are no significant judgements which affect the amounts recognised in these financial statements. With respect to the next reporting period, the most significant areas of estimation uncertainty that affect the carrying value of assets held by the Charity are the level of investment return and the performance of investments.

These financial statements consolidated the results of the charity and its wholly owned subsidiary RSCM Enterprises Limited on a line-by-line basis. As separate Statement of Financial Activities for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006

b) Periods Covered

The accounts cover the year to 31 December 2023, with comparatives for the year to 31 December 2022.

c) Area Committees

These financial statements consolidate the income and expenditure of RSCM Area Committees, which arrange local training activities throughout the UK, on a line by line basis. The net assets of the committees, most of which are held in cash, are shown separately on the balance sheet as the Trustees believe this method is the closest to a true and fair view.

d) Legal Status of the Charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £1.

e) Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Unrestricted funds include a revaluation reserve representing the restatement of investment assets at market values.

Designated funds are unrestricted funds that have been set aside by the trustees for particular purposes

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

Endowment funds represent those assets which must be held permanently by the Charity. Income arising on the endowment fund is included as restricted income. Any capital gains or losses arising on the investments form part of the fund.

f) *Incoming resources*

All incoming resources are recognised once the charity has entitlement to the resources, it is certain that the resources will be received and the monetary value of incoming resources can be measured with sufficient reliability. The following policies are applied to particular categories of income:

- Voluntary income received by way of grants, donations and legacies is recognised when the charity's entitlement has been ascertained, the conditions for receipt have been met and the amount can be quantified with reasonable accuracy. Donations are deferred where the donor has imposed conditions that specify the time period in which the expenditure of resources can take place.
- Government grants are recognised using the performance model and grants which have specified future performance-related conditions are initially recognised as a liability and are released to income only when the related conditions are met. Grants which have no performance-related conditions are recognised when the proceeds are received or receivable.
- Investment income is recognised when receivable by the charity.
- Membership income is received annually in advance and the amount relating to the next financial year is carried forward as deferred income.
- Income from education, outreach and publication sales and royalties is recognised in the period it is receivable. Fees received in relation to courses occurring after the balance sheet date are carried forward as deferred income.
- The charity does not receive any donated goods, facilities or services. In accordance with the Charities SORP the contribution of general volunteers is not recognised within these financial statements. Details of the role played by general volunteers are given in the Trustee's Report.

g) Expenditure

Expenditure is recognised on an accruals basis when a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs are included within support costs and include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- Costs are allocated to the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly and where costs cannot be directly allocated they are apportioned using staff costs, as set out in note 3.

h) Foreign Currencies

Monetary assets and liabilities in foreign currencies are translated into sterling at the rates of exchange prevailing at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange prevailing at the date of the transaction. Exchange variances are taken into account when arriving at the net income or expenditure for the year.

i) Pension Contributions

Contributions in respect of the charity's defined contribution pension scheme are charged to the SOFA in the year in which they are payable to the scheme. Differences between contributions payable and contributions actually paid in the year are included within other creditors at the year-end. The costs of the defined contribution scheme are charged to the unrestricted funds of the charity using the methodology set out in note 1g.

j) Fixed Assets

Fixed assets (excluding investments) are stated at cost less depreciation/amortisation. Assets below £100 are not capitalised. Depreciation and Amortisation are provided on a straight line basis over the estimated useful economic life of each asset, which is considered to be:

Major software packages	4 years
Other computer hardware & software	3 years
Other furniture, plant & equipment	5 years
Copyrights & publication rights	3-5 years
Website & webshop	3-5 years

The useful economic lives of theses assets are the periods over which it is anticipated that they will continue to generate an appreciable amount of income for the organisation. Impairment reviews are carried out as and when evidence comes to light that the recoverable amount of a functional fixed asset is below its net book value due to damage, obsolescence or other relevant factors.

k) Investments

Investments (in external funds) are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year. All gains and losses are taken to the statement of financial activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value. Unrealised gains and losses are calculated as the difference between the opening and closing market value. Realised and unrealised gains and losses are not separated in the statement of financial activities.

Investments in subsidiaries are accounted for at cost less impairment.

l) Stock

Stocks of publications are valued at the lower of cost or net realisable value, after providing for slow-moving items.

m) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at cost which is time-apportioned over the period to which the expenses relate.

n) Creditors and provisions

Creditors and provisions for liabilities and charges are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

o) Operating Leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA as they are incurred.

p) Taxation

The charity is exempt from tax on income and gains falling with section 505 of the Taxes act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

2. Incoming resources

	2023	2022
	£	£
a) Donations and legacies		
Grants and donations	164,345	128,890
Affiliate fundraising	10,578	35,084
Friends income	25,548	17,585
Legacies	28,962	105,549
	229,433	287,108
b) Investment income		
Listed investments	27,311	26,571
	27,311	26,571
c) Other incoming resources		
Commission	767	2,211
Sundry income	8,076	4,868
Management fees	-	-
	8,843	7,079

3. Total resources expended

	Direct costs	Support Costs	Total 2023	Total 2022
	£	£	£	£
Costs of Generating Funds				
Fundraising	93,311	30,424	123,735	129,835
Investment management	9,106	-	9,106	6,908
Expenditure on Charitable Activities				
Membership	233,561	35,739	269,300	296,430
Education and development	295,310	60,171	355,481	333,613
Publications	329,357	19,892	349,249	326,540
Area Committees	190,332	62,757	253,089	288,944
	1,150,977	208,983	1,359,960	1,382,270

Support costs constitute central management and administrative costs which are necessarily incurred to enable the charity to carry out its activities. These costs have been allocated to the charity's charitable activities and fundraising on the basis of staff costs. They are made up as follows:

	Fundraising	Membership	Education	Publication	Areas	2023	2022
	£	£	£	£	£	£	£
Office costs	25,178	29,576	49,796	14,832	51,938	171,320	128,243
Professional fees	198	232	391	58	407	1,286	-
Finance costs	1,423	1,672	2,814	2	2,935	8,846	3,367
Depreciation	1,893	2,224	3,744	-	3,905	11,766	17,446
Amortisation	-	-	-	-	-	-	1,935
Governance	1,732	2,035	3,426	5,000	3,572	15,765	10,397
	30,424	35,739	60,171	19,892	62,757	208,983	161,388

4. Governance Costs

	2023	2022
	£	£
Governance meetings and expenses	2,867	2,866
Auditors fees - audit	8,033	4,698
Auditors fees - non-audit services	4,865	2,833
	15,765	10,397

5. Net income / (expenditure for year)

This is stated after charging:	2023 £	2022 £
Depreciation	11,766	17,455
Amortisation	-	25,623
Auditors remuneration - audit	8,033	4,698
Auditors remuneration - accountancy services	4,865	2,833

Audit services were provided by Rothmans Audit LLP and accountancy services were provided by Rothmans LLP, a partnership associated with Rothmans Audit LLP.

6. Staff Costs

Total staff emoluments for the year were as follows:	2023 £	2022 £
Gross salaries and wages	519,535	561,558
Social security	34,110	41,766
Employers contributions to defined contribution pension schemes	21,764	22,689
	575,409	626,013

No employees had total emoluments above £60,000 (2022: none).

The total remuneration, including employer national insurance and pension contributions, of the key management personnel was £97,588 (2022: £96,693).

The average monthly head count of employees in the year was as follows:

Membership	2	2
Education and development	8	8
Publications	1	2
Governance, area committees and fundraising	10	14
	21	26

7. Trustee remuneration and related party transactions

The charity trustees were not paid any remuneration, nor received any other benefits from employment with the Charity during the year. Travel and training costs amounting to £863 (2022: £286) were reimbursed to 5 (2022:3) members of Council. There are no other related party transactions in the reporting period that require disclosure.

8. Intangible fixed assets

GROUP	**Copyrights & publication rights**	**Website & Webshop**	**Total**
	£	**£**	**£**
Cost			
As at 1 January 2023	123,270	48,282	171,552
Additions	-	-	-
Disposals	-	-	-
As at 31 December 2023	123,270	48,282	171,552
Amortisation			
As at 1 January 2023	121,787	41,335	163,122
Charge for the year	470	6,947	7,417
Elimination on disposal	-	-	-
As at 31 December 2023	122,257	48,282	170,539
Net Book Value			
As at 31 December 2023	1,013	-	1,013
As at 31 December 2022	1,483	6,947	8,430

CHARITY	**Copyrights & publication rights**	**Website & Webshop**	**Total**
	£	**£**	**£**
Cost			
As at 1 January 2023	123,270	48,282	171,552
Additions	-	-	-
Transferred to trading subsidiary	(123,270)	(48,282)	(171,552)
Disposals	-	-	-
As at 31 December 2023	-	-	-
Amortisation			
As at 1 January 2023	121,787	41,335	163,122
Charge for the year	-	-	-
Transferred to trading subsidiary	(121,787)	(41,335)	(163,122)
Elimination on disposal	-	-	-
As at 31 December 2023	-	-	-
Net Book Value			
As at 31 December 2023	-	-	-
As at 31 December 2022	1,483	6,947	8,430

9. Tangible fixed assets

GROUP & CHARITY	**Furniture & Equipment £**
Cost	
As at 1 January 2023	273,087
Additions	11,751
Disposals	-
As at 31 December 2023	284,838
Depreciation	
As at 1 January 2023	244,387
Charge for the year	11,766
Elimination on disposal	-
As at 31 December 2023	256,153
Net Book Value	
As at 31 December 2023	28,685
As at 31 December 2022	28,700

The Royal School of Church Music owns a collection of books and manuscripts which were a bequest from its founder, Sir Sidney Nicholson, and which are currently held at Westminster Abbey on their behalf. These items, which have been valued for insurance purposes at £159,000, are not included in the financial statements as there is inherent uncertainty as to the Charity's interest in them and therefore their valuation.

RSCM Enterprises does not hold any tangible fixed assets.

10. Investments in Subsidiaries

CHARITY	**GROUP 2023 £**	**CHARITY 2023 £**	**GROUP 2022 £**	**CHARITY 2022 £**
Investment in RSCM Enterprises Limited	-	1	-	1
	-	1	-	1

On 25 November 2022 the charity incorporated a trading subsdiary, RSCM Enterprises Limited, with Company Number 14483158 and a registered office at 19 The Close, Salisbury, SP1 2EB. The charity owns 100% of the issued share capital in this subsidiary. The subsidiary was dormant in 2022 and commenced trading on 1 January 2023.

As at 31 December, 2023 the results of the trading subsidiary were as follows:

	RSCM Enterprises 2023 £	**RSCM Enterprise 2022 £**
Income Statement Summary:		
Turnover	349,666	-
Cost of Sales	(305,185)	-
Administrative Expenses	(44,302)	-
Interest payable	(4,779)	-
Net Loss	(4,600)	-
Balance Sheet Summary:		
Assets	22,247	1
Liabilities	(26,846)	-
Capital	(1)	(1)
Reserves	4,600	-
	-	-

11. Fixed assets investments

GROUP & CHARITY	GROUP 2023 £	CHARITY 2023 £	GROUP 2022 £	CHARITY 2022 £
Market value at 1 January 2023	814,955	814,955	933,187	933,187
Additions at cost	266,733	266,733	257,576	257,576
Disposals at carrying value	(260,446)	(260,446)	(270,916)	(270,916)
Increase/(decrease) in cash	(12,081)	(12,081)	7,655	7,655
Net gain/(loss) on revaluation	35,225	35,225	(112,547)	(112,547)
Market value at 31 December 2023	844,386	844,386	814,955	814,955
Investments at market value comprised:				
UK listed investments	248,240	248,240	330,221	330,221
Overseas listed investments	568,068	568,068	456,212	456,212
Cash on deposit	28,078	28,078	28,522	28,522
	844,386	844,386	814,955	814,955
Historical cost as at 31 December 2023				
Listed investments	766,088	766,088	767,509	767,509
Cash with investments manager	28,078	28,078	28,522	28,522
	794,166	794,166	796,031	796,031

12. Stock

	GROUP 2023 £	CHARITY 2023 £	GROUP 2022 £	CHARITY 2022 £
Goods for resale	134,940	-	147,518	147,518
	134,940	-	147,518	147,518

13. Debtors

	GROUP 2023 £	CHARITY 2023 £	GROUP 2022 £	CHARITY 2022 £
Trade debtors	64,704	32,415	80,754	80,754
Other debtors	26,254	17,988	37,298	37,298
Prepayments and accrued income	20,944	15,120	23,824	23,824
Loan to subsidiary	-	193,069	-	-
	111,902	258,592	141,876	141,876

14. Creditors - amounts falling due within one year

	GROUP 2023 £	CHARITY 2023 £	GROUP 2022 £	CHARITY 2022 £
Trade creditors	29,544	20,701	66,504	66,504
Other creditors	24,320	11,317	32,589	32,589
Accruals	18,232	13,232	7,820	7,820
Deferred income	82,256	82,256	92,513	92,513
	154,352	127,506	199,426	199,426

15. Deferred Income

Deferred income comprises the portion of membership subscriptions that relate to periods after the balance sheet date, income received for courses occurring after the year-end and donations where donors have imposed conditions that specify the time period in which the donation should be used.

GROUP & CHARITY	Membership £	Courses £	Other Income £	Total £
Balance Brought Forward	47,079	6,400	39,034	92,513
Amount released to incoming resources	(47,079)	(6,400)	(39,034)	(92,513)
Amount deferred in the year	65,778	2,980	13,498	82,256
Balance Carried Forward	65,778	2,980	13,498	82,256

16. Analysis of net assets between funds

GROUP Fund balances are represented by:	Endowment Funds £	Restricted Funds £	Unrestricted Funds £	Total £
Intangible fixed assets	-	-	1,013	1,013
Tangible fixed assets	-	-	28,685	28,685
Fixed asset investments	433,441	312,413	98,532	844,386
Net current assets	-	190,188	30,465	220,653
Total net assets	433,441	502,601	158,695	1,094,737

Analysis of net assets between funds - previous year

Fund balances are represented by:	Endowment Funds £	Restricted Funds £	Unrestricted Funds £	Total £
Intangible fixed assets	-	-	8,430	8,430
Tangible fixed assets	-	-	28,700	28,700
Fixed asset investments	418,446	286,607	109,902	814,955
Net current assets	-	206,408	11,997	218,405
Total net assets	418,446	493,015	159,029	1,070,490

16. Analysis of net assets between funds (continued...)

CHARITY Fund balances are represented by:	**Endowment Funds** £	**Restricted Funds** £	**Unrestricted Funds** £	**Total** £
Tangible fixed assets	-	-	28,685	28,685
Fixed asset investments	433,441	312,413	98,532	844,386
Net current assets	-	190,188	36,078	226,266
Total net assets	433,441	502,601	163,295	1,099,337

Analysis of net assets between funds - previous year

Fund balances are represented by:	**Endowment Funds** £	**Restricted Funds** £	**Unrestricted Funds** £	**Total** £
Intangible fixed assets	-	-	8,430	8,430
Tangible fixed assets	-	-	28,700	28,700
Fixed asset investments	418,446	286,607	109,902	814,955
Net current assets	-	206,408	11,997	218,405
Total net assets	418,446	493,015	159,029	1,070,490

17. Endowment funds

The capital of the Endowment Funds, which form part of the investment portfolio, cannot be spent. The funds have been given to the charity by way of donations, legacies and memorial appeals to be invested to provide income for the purposes detailed below:

CHARITY & GROUP	Fund B/Fwd £	Income £	Expenditure £	Transfer £	Gains & Losses £	Fund C/Fwd £
Overseas development fund (For overseas travel and development)	32,522		(205)	-	1,371	33,688
Hymns Ancient & Modern Lectureship Fund (To help pay for lecturers on RSCM courses)	32,695		(206)	-	1,377	33,866
Harold Smart Competition Fund (To fund an annual competition for composers)	11,863		(75)	-	500	12,288
To provide grants to students attending RSCM courses:						
Hubert Crook and other bursary funds	169,161		(1,066)	-	7,129	175,224
Wiles Family Bequest	93,369		(588)	-	3,934	96,715
The Minsall-Jones Bequest	60,644		(382)	-	2,555	62,817
Derek Marsden Fund for educational bursaries	18,192		(115)	-	766	18,843
	418,446	-	(2,637)	-	17,632	433,441

Note: Expenditure on Endowment Funds relates solely to investment management fees.

Endowment Funds - Previous year

CHARITY & GROUP	Fund B/Fwd £	Income £	Expenditure £	Transfer £	Gains & Losses £	Fund C/Fwd £
Overseas development fund (For overseas travel and development)	37,014	-	-	-	(4,492)	32,522
Hymns Ancient & Modern Lectureship Fund (To help pay for lecturers on RSCM courses)	37,211	-	-	-	(4,516)	32,695
Harold Smart Competition Fund (To fund an annual competition for composers)	13,501	-	-	-	(1,638)	11,863
To provide grants to students attending RSCM courses:						
Hubert Crook and other bursary funds	192,523	-	-	-	(23,362)	169,161
Wiles Family Bequest	106,263	-	-	-	(12,894)	93,369
The Minsall-Jones Bequest	69,019	-	-	-	(8,375)	60,644
Derek Marsden Fund for educational bursaries	20,705	-	-	-	(2,513)	18,192
	476,236	-	-	-	(57,790)	418,446

18. Restricted funds

Restricted funds include income from endowments, legacies and donations subject to specific instructions on how they may be spent, as indicated below. The accumulated income from endowments and other restricted donations and legacies are allocated a proportion of the general investment portfolio, unless it is expected that a legacy or donation will be applied in accordance with the wishes of the donor within a reasonable period of receipt.

CHARITY & GROUP	Fund B/Fwd £	Income £	Expenditure £	Transfer £	Gains & Losses £	Fund C/Fwd £
Overseas Development Fund Income	3,534	1,126	(22)	-	118	4,756
Hymns A & M Lectureship Fund Income	12,948	1,368	(280)	-	430	14,466
Harold Smart Fund Income	7,776	568	(546)	-	251	8,049
Hubert Crook and other Bursary Funds	59,578	6,904	(375)	-	1,993	68,100
Wiles Family Bequest income fund	30,978	3,756	(692)	-	1,028	35,070
The Minsall-Jones Income Fund	16,472	2,332	(1,594)	-	526	17,736
Derek Marsden Fund for Education	4,823	699	(277)	(2,450)	157	2,952
Regional development in specific areas	1,164	-	-	(1,164)		-
Bursaries for Cathedral Courses	20,476	518	(129)	-	685	21,550
Bursaries for RSCM study programmes	7,062	179	(45)	-	236	7,432
Liz & Terry Bramall	-	60,000	(60,000)	-	-	-
The Norman Kirkham Fund for organ scholarships	2,324	59	(15)	-	77	2,445
RSCM Voices general bursaries fund	1,082	27	(7)	-	36	1,138
K Guppy Fund for training/support of boy choristers	52,766	1,336	(333)	-	1,765	55,534
Parish Organ Scholarships Project	5,436	138	(34)	-	182	5,722
Post-Ordination clergy training project	7,985	202	(50)	-	267	8,404
The Headley Trust bursaries grant for young people	5	-				5
PA Mason Memorial Fund for courses	34,689	878	(219)	-	1,160	36,508
MB MacAuley Fund for choir training	146,231	3,632	(6,499)	-	4,797	148,161
DF Todd Fund	37,778	956	(238)	-	1,263	39,759
Cathedral Courses Income Fund	3,261	-		(3,261)		-
Ouseley Trust	2,228	-		(2,228)		-
Area funds	11,186	-		(11,186)		-
Pipeline Organ Scholarship	205	-		(205)		-
Oglethorpe Fund for bursaries for young choristers	2,577	65	(16)	-	87	2,713
J Thiselton fund for Chorister Training	1,979	50	(12)	-	66	2,083
David Willcocks Music Trust Grant	1,483	38	(9)	-	50	1,562
The Williams Church Music Trust Grant	2,472	63	-16	-	83	2,602
Kirby Laing Grant	4,851	-	(5,360)	509		-
Gladys Mabel Fillary	9,666	1,521	(69)	-	344	11,462
Mullineaux	-	-	(15)	2,405		2,390
Webshop Donate	-	1,810	(1,100)	1,292		2,002
	493,015	88,225	(77,952)	(16,288)	15,601	502,601

The transfer of £2,450 to the Derek Marsden Fund for Education corrects an immaterial understatement of expenditure in the prior year. The transfer of £2,405 from Area Funds to Mullineux identifies the specific purpose of a subset of these monies. The transfers of £1,164 from Regional development in specific areas, £3,261 from the Cathedral Courses Income Fund, £2,228 from the Ousesley Trust, £8,781 from Area Funds reflect the outcomes of a review by the Council, which identified that these funds did not need to be restricted. The transfer of £205 from the Pipeline Organ Scholarship fund de-restricts a deminimus amount remaining on this fund after its purpose had been fulfiled. The transfer of £509 to the Kirby Laing Grant fund covers an excess of expenditure over income received. The transfer of £1,292 to Webshop donate adjusts for an immaterial sum which should have been assigned to the fund in the prior period.

18. Restricted Funds (continued...)

Restricted Funds - previous year

CHARITY & GROUP	**Fund B/Fwd £**	**Income £**	**Expenditure £**	**Transfer £**	**Gains & Losses £**	**Fund C/Fwd £**
Overseas Development Fund Income	6,285	1,143	(3,541)		(353)	3,534
Hymns A & M Lectureship Fund Income	12,843	1,301	(200)		(996)	12,948
Harold Smart Fund Income	8,374	537	(500)		(635)	7,776
Hubert Crook and other Bursary Funds	58,455	6,585	(930)		(4,532)	59,578
Wiles Family Bequest income fund	29,707	3,592			(2,321)	30,978
The Minsall-Jones Income Fund	15,927	2,266	(495)		(1,226)	16,472
Derek Marsden Fund for Education	4,776	679	(270)		(362)	4,823
Regional development in specific areas	1,238	23			(97)	1,164
Bursaries for Cathedral Courses	21,775	402			(1,701)	20,476
Bursaries for RSCM study programmes	7,510	139			(587)	7,062
Liz & Terry Bramall	-	60,000	(60,000)		-	-
The Norman Kirkham Fund for organ scholarships	2,471	46			(193)	2,324
RSCM Voices general bursaries fund	1,191	22	(40)		(91)	1,082
K Guppy Fund for training/support of boy choristers	56,116	1,035			(4,385)	52,766
Parish Organ Scholarships Project	5,781	107			(452)	5,436
Post-Ordination clergy training project	8,492	157			(664)	7,985
The Headley Trust bursaries grant for young people	5	-			-	5
PA Mason Memorial Fund for courses	36,890	681			(2,882)	34,689
MB MacAuley Fund for choir training	155,514	2,869			(12,152)	146,231
DF Todd Fund	40,486	744	(300)		(3,152)	37,778
Cathedral Courses Income Fund	3,468	64			(271)	3,261
Ouseley Trust	2,369	44			(185)	2,228
Area funds	11,896	219			(929)	11,186
Pipeline Organ Scholarship	218	4			(17)	205
Oglethorpe Fund for bursaries for young choristers	2,740	51			(214)	2,577
J Thiselton fund for Chorister Training	2,104	39			(164)	1,979
David Willcocks Music Trust Grant	1,577	29			(123)	1,483
The Williams Church Music Trust Grant	2,629	48			(205)	2,472
Kirby Laing Grant		5,046			(195)	4,851
Gladys Mabel Fillary		10,055			(389)	9,666
	500,837	97,927	(66,276)	-	(39,473)	493,015

19. Unrestricted funds

CHARITY	**Fund B/Fwd £**	**Income £**	**Expenditure £**	**Transfer £**	**Gains & Losses £**	**Fund C/Fwd £**
Designated funds:						
Fixed assets	28,700	-	(11,766)	11,751	-	28,685
Area development	8,934	-	-	(8,934)	-	-
Fair value reserve	2,570	-	-	(2,570)	-	-
Cathedral Organists Association	13,746	12,392	(9,869)	(6,000)	-	10,269
General fund	105,079	933,564	(938,335)	22,041	1,992	124,341
	159,029	945,956	(959,970)	16,288	1,992	163,295

GROUP	**Fund B/Fwd £**	**Income £**	**Expenditure £**	**Transfer £**	**Gains & Losses £**	**Fund C/Fwd £**
Designated funds:						
Fixed assets	28,700	-	(11,766)	11,751	-	28,685
Area development	8,934	-	-	(8,934)	-	-
Fair value reserve	2,570	-	-	(2,570)	-	-
Cathedral Organists Association	13,746	12,392	(9,869)	(6,000)	-	10,269
General fund	105,079	1,248,365	(1,257,736)	22,041	1,992	119,741
	159,029	1,260,757	(1,279,371)	16,288	1,992	158,695

Unrestricted Funds - previous year

CHARITY & GROUP	**Fund B/Fwd £**	**Income £**	**Expenditure £**	**Transfers £**	**Gains & Losses £**	**Fund C/Fwd £**
Designated funds:						
Fixed assets	28,274		(17,455)	17,881		28,700
Area development	8,934					8,934
Fair value reserve	118,763			(100,909)	(15,284)	2,570
Cathedral Organists Association	11,972	10,490	(7,805)	(911)		13,746
General fund	156,027	1,155,847	(1,290,734)	83,939		105,079
	323,970	1,166,337	(1,315,994)	-	(15,284)	159,029

19. Unrestricted funds (continued…)

As at 31 December 2003, Council created a fund designated to represent fixed assets. Fixed asset additions are transferred to the fund and depreciation is charged to the fund.

As at 31 December 2010, Council created a fund designated for Area Development. £30,000 was transferred from the general fund to provide underwriting or grant support for Area education and outreach programmes where the necessary funds are not available locally. Unspent funds were released in 2023.

The Fair value reserve comprises the net revaluation gains on investments held by the charity. In 2022 a transfer was made to agree the accumulated balance on this fund to the gains held within the investment portfolio and in 2023 the fund was closed.

The Cathedral Organists Association is part of the Royal School of Church Music but operates within a separate framework within the overall governance arrangements of the Charity; the trustees take the view that this level of operational independence is best recognised by identifying the funds relating to the Cathedral Organists Association as a designated fund as those funds will be used only for the Association's purposes.

The general fund represents those funds which are unrestricted and not designated for other purposes.

20. Operating lease commitments

At 31 December 2022, the Charity had total commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2023	2022
CHARITY & GROUP	£	£
Due within one year	5,500	23,958
Due between one and five years	3,208	8,708
Due in more than five years	-	-
	8,708	32,666

21. Pension Commitments

The charity operates a defined contributions scheme on behalf of its employees. The RSCM contributes a minimum of 5% of each members gross salary into the scheme where the member contributes a minimum of 3% of gross salary. The assets of the scheme are held separately from the charity in a fund administered by Aegon. The annual pension commitment under this scheme is £21,764 (2022: £22,689). No contributions, including employee contributions, were outstanding at the balance sheet date (2022: £NIL).

21. Comparative Consolidated Statement of Financial Activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2022 £
Income and Endowments from:				
Donations and legacies	212,144	74,964	-	287,108
Income from charitable activities:				
Membership Income	480,185		-	480,185
Education & Outreach	104,998	-	-	104,998
Publication sales & royalties	316,306	-	-	316,306
Area committees	42,017	-	-	42,017
Other incoming resources	3,608	22,963	-	26,571
Investments	7,079	-	-	7,079
Total Income	1,166,337	97,927	-	1,264,264
Expenditure on:				
Raising funds	136,743	-	-	136,743
Charitable activities				
Membership Income	296,430	-	-	296,430
Education & Outreach	267,337	66,276	-	333,613
Publication sales & royalties	326,540	-	-	326,540
Area committees	288,944	-	-	288,944
Total expenditure	1,315,994	66,276	-	1,382,270
Net income/(expenditure)	(149,657)	31,651	-	(118,006)
Transfers between funds	-	-	-	-
Net Gains/(losses) on investments	(15,284)	(39,473)	(57,790)	(112,547)
Net movement in funds	(164,941)	(7,822)	(57,790)	(230,553)
Reconciliation of funds:				
Total funds brought forward	323,970	500,837	476,236	1,301,043
Total funds carried forward	**159,029**	**493,015**	**418,446**	**1,070,490**

THE ROYAL SCHOOL OF CHURCH MUSIC

England & Wales - Charity number 312828

Accounts

THE ROYAL SCHOOL OF CHURCH MUSIC

RSCM
THE ROYAL SCHOOL OF CHURCH MUSIC

REPORT OF COUNCIL AND ACCOUNTS

For the year ended
31 December 2022

Enabling the flourishing of church music

Registered Charity Number 312828

A Company Limited by Guarantee, Company Registration Number 250031

Registered Office
19 The Close, Salisbury, Wiltshire SP1 2EB

Founded by Sir Sydney Nicholson in 1927

Registered Charity Number 312828
A Company Limited by Guarantee, Company Registration Number 250031

Registered Office
19 The Close, Salisbury, Wiltshire SP1 2EB

Governing Document
Memorandum and Articles of Association dated 25 July 1930, most recently amended at RSCM's AGM on 18 September 2017

Charitable Objects
The RSCM exists to promote the study, practice and improvement of music and other matters relevant to the conduct of Christian Worship. Our main activities in pursuit of this object are the provision of programmes of education, training courses, resources, publications and advisory services to subscribing individuals, churches, colleges and other bodies, both in house and by working in partnership with other organisations.

Royal Patron
Her Late Majesty the Queen

Patrons
The Right Revd The Moderator of the General Assembly of the Church of Scotland
His Eminence the Cardinal Archbishop of Westminster
The Revd The Moderator of the Free Churches Group
The Rt Revd and Rt Hon The Lord Carey of Clifton

President
His Grace The Lord Archbishop of Canterbury

Vice-Presidents
The Right Revd David Stancliffe
Brian Kay

Reference and administrative details

Council (Trustees and Directors)

1. The Very Reverend Dr John Hall (Chair) (until March 2023)
2. Phil Taylor (Vice Chair)*
3. Brigid Parkin
4. Mary Evans
5. Revd Canon Anna Macham (until September 2022)
6. Chris Bridges
7. Andrew Morgan**
8. Edward Wild
9. Revd Angie Paterson (until March 2023)
10. Tansy Castledine
11. Nicholas Riddle
12. John Halsey
13. Margaret Greenwood
14. Julia Mixter
15. Susan Pope

* Elected Chair March 2023
** Elected Vice Chair March 2023

Honorary Advisors

1. The Revd Dr Maggi Dawn
2. Trevor Ford
3. The Revd Douglas Galbraith
4. Dr Simon Lindley
5. The Revd Dr Timothy Macquiban
6. The Revd Canon Peter Moger
7. Mr Richard Morrison
8. Professor Patrick Russill
9. Dr John Rutter
10. Professor Peter Toyne
11. Dr Noël Tredinnick
12. Dr Mary Archer

Senior Officers and Managers

Director	Hugh Morris
Deputy Director (Education and Mission Delivery)	Sal McDougall
Assistant Director (Operations/Company Secretary)	Paul Hedley

Advisers

Auditors	Rothmans Audit LLP Avebury House, 6 St Peter Street, Winchester, SO23 8BN
Principal Bankers	Santander, Bootle, Merseyside, L30 4GB
Common Banking	CAF (Charities Aid Foundation), 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4TA
Insurance Brokers	Bridges Insurance Brokers, 61 Northdown Road, Cliftonville, Margate, Kent CT9 2RJ
Investment Managers	Brewin Dolphin, 12 Smithfield Street, London EC1A 9BD
Solicitors	Batt Broadbent, 44 Castle St, Salisbury SP1 3TX
Pensions Administrators	Origen Financial Services Ltd, Infor House, 1 Lakeside Road, Farnborough GU14 6XP

Objectives and Activities

Aims

The mission of the Royal School of Church Music (RSCM) is to enable the flourishing of church music.

In 2022, the RSCM launched a new 5-year Strategic Plan. This has provided an important backdrop and structure for our activity, and will increasingly guide our work as we head towards RSCM's centenary in 2027.

The key purpose of the RSCM is enabling the flourishing of church music by:

Celebrating our past
Encouraging and resourcing the present
Inspiring the future

It is based on the following **Missional Values:**

The RSCM is an independent UK charity dedicated to supporting, nurturing and sustaining church music. We provide relevant education, training and resources to our members and to the wider church in countries all around the world.

- We work to improve the study and standard of music in Christian worship.
- We advocate music as a missional tool for church growth.
- Our work is underpinned by our Christian faith. We value each person as bearing the image of God and as a being who should be protected from harm.
- We strive to broaden the church music landscape, to make it more inclusive and more active.

Our vision for the future

In 2027, the RSCM will celebrate its Centenary. This will be a good opportunity to celebrate the rich heritage of church music and to remember the RSCM's positive role in shaping that history over the past one hundred years. It will also be a good opportunity to reflect upon our core values. We must redouble our efforts to encourage the church to recognise the power of music as an agent for growth. We must encourage and support churches to make the most of the musical resources they have and to be ambitious about their music making. Perhaps above all, we must ensure the future flourishing of church music by inspiring young people.

Strategic Priorities

1. **Encouraging the development of church music and musicians**

A comprehensive programme of education

Part of our mission is to improve the study and standard of music in Christian worship. This requires the RSCM to function as an educator and to train current and future generations of church musicians. We have a mandate to provide a coherent, comprehensive educational offering that is relevant to the church, to our members and to all those whom we serve, regardless of age or ability. This must include positive engagement with young people as we enable them to begin a lifelong engagement with church music.

2. **Bringing people closer to God through music**

The provision of high quality and relevant support

Our resources encourage our members and the wider church to view music as a tool for mission and growth. If church music is to flourish in the future, it is essential that we introduce more children and young people to the joy of singing in church.

3. **Promoting music in worship and excellence in music**

Advocacy and engagement in the wider world

The RSCM promotes the value of church music in the wider world. We are advocates in a range of spheres, working with appropriate partner organisations and in relevant public forums. We build upon the rich heritage of church music, while celebrating the diversity found within the contemporary landscape. We ask what the wider world can bring to church music, and what sacred music can bring to the life of the church and society in general.

A business plan informs the planning of senior management, together with Council, and is further supported by detailed project plans which allow new work to be planned and delivered effectively, focused on achieving impact.

The Charity's Objects are to promote the study, practice and improvement of music and such other matters as in the opinion of the Council shall be relevant to the conduct of Christian worship.

The RSCM in 2022: Achievements and Performance

Key achievements

The RSCM's activities in 2022 reveal a trend of sustained, if gradual, recovery as participation in musical events and activities grows following the Covid-19 pandemic. The feedback, engagement and take-up of these events demonstrates their success.

One of RSCM's key priorities is Education, which has been a visible success this year. After a two-year gap, reviving residential courses for young people was a significant milestone on the road to post-pandemic recovery. While participant numbers were lower than 2019, the feedback was very positive:

> [The Winchester course] was a great week and I had a lot of fun. The music was amazing and challenged me. The vocal coaching was really detailed and very technique focused. I just wish we could do longer/more courses.
> *Singer*

> I am immensely grateful for the place on the Bath Course as an organ scholar; it is one of the best experiences I have ever had.
> *Organ Scholar*

> One of the best experiences a young person can have. Excellent quality of singing leadership, liturgical teaching and the sense of belonging in a community like no other with a common goal - to worship God through the power of music. These kids are so lucky to be able to be a part of such a wonderful School. Thank you to everyone who delivered and helped on the course. See you all next year!
> *Parent*

> Thank you from the [...] family. [My children] had an amazing time and were so full of things they wanted to tell us on the way home! They are really keen to come back next year. We also really enjoyed the services, the music choices and the obvious commitment from all the staff. It was so very well organised.
> *Parent*

The Bath Course, a long-term staple of the RSCM's Education programme, included a Gala Concert for the first time, at which the large audience enjoyed listening to singing of a high standard.

Hymnpact!®

A significant 2022 development was the launch of Hymnpact!®, a major new RSCM resource. It is designed to support singing in schools and in collective worship and is our response to the decline in school musical provision and the loss of confidence to sing and to lead music making among many primary school teaching staff. Furthermore, it acts as a bridge between

[church] school and local church. It is possible for a church to share a subscription with their affiliated church school, thereby encouraging further collaboration. The resources offered by Hymnpact! are comprehensive, and a key feature is the flexibility to absorb the children's contribution into the native worship style of the local church, thereby embedding it into the act of worship. The product was officially launched in May 2022 in Holy Sepulchre, London (the National Musicians' Church). Children from 4 schools, including from Lancashire, London and Buckinghamshire, came together to showcase some of the new material in a really uplifting evening.

Hymnpact! resources are beginning to be discovered by schools and churches across the country, with interest from various Diocesan Boards of Education and Dioceses. To date, more than 130 churches and schools have subscribed, and their feedback has been very positive.

In addition to subscriptions, Hymnpact! has agreements with the Diocese of Llandaff/Monmouth and the Diocese of Salisbury to give schools a 4-month free trial, thereby allowing Hymnpact! songs to be used at the annual, year 6 leavers' services. The figures for these agreements are as follows:

- Number of schools participating in Llandaff/Monmouth Year 6 Leavers' services with 4-months Hymnpact! access: **37**
- Number of schools participating in Salisbury Year 6 Leavers' services with 4-months Hymnpact! access: **19**
- In addition, a further **42** schools will be singing Hymnpact! songs at these services and are being encouraged to subscribe.

Separate to the services mentioned above, an RSCM representative is organising a Hymnpact! service for schools in Gloucester, which will take place in November 2023. Currently, 8 schools in the area have signed up to Hymnpact!.

This connection to schools has enabled the RSCM's mission to reach many thousands of children. And the trajectory is for the number of children reached to rise significantly in 2023 and beyond. A notable achievement of 2022 was the successful bid for Strategic Development Fund money from the Church of England, which has allowed the RSCM to develop a specific Hymnpact! pilot project, and to build evidence for the important narrative that singing is a meaningful, sustainable way of encouraging young people to engage with the worshipping life of church communities, and to be a pathway towards Christian discipleship. The Hymnpact! Pathway Project is working with selected schools and churches in the Diocese of Salisbury and the Diocese of St Albans to test using Hymnpact! resources to strengthen the relationship between parish churches and their affiliated schools, and to encourage children and young families into church. It is hoped that data collected from the project will form the basis for the creation of a set of tools, a 'School to Church Pathway', that can be used by schools and churches throughout the country to bring the two communities together as one community of faith. The Hymnpact! Pathway Project is currently piloting with 6 school/church partnerships

in Salisbury diocese and 8 school/church partnerships in St Albans diocese. Work is underway to begin a 3rd pilot in the Diocese of Liverpool towards the end of 2023. The funding has enabled the RSCM to appoint a dedicated Hymnpact! project manager, with the attendant benefits of job focus.

Voice for Life

239 choristers of all ages – including adults as well as young people – successfully passed *Voice for Life* Singing Award exams at either Bronze, Silver or Gold levels. The majority of these were conducted as face-to-face sessions, though online examinations (to the same syllabus) have been retained as an option. The latter have proved helpful to candidates who live at a distance from in-person sessions, or who have other restrictions on availability and access. The exams were substantially reworked in autumn 2021 with a new syllabus, assessment frameworks, examiner training and moderation, as well as new application and session planning processes. Exam preparation support materials were also made available through the Showbie online platform. 2022 was therefore the first year where these changes began to bear fruit. Trends in 2023 suggest that the number of candidates is continuing to rise, which is encouraging.

Education Plan

During 2022, the RSCM recruited a new, national network of Tutors to deliver the now fully formed Education Plan and its associated Menu of sessions. The quality and quantity of applicants were high, and a skilled team began delivering session in late 2022.

In 2022, we also trained six Emerging Leaders, who worked alongside experienced staff on our residential courses. This new initiative resulted in a series of coaching encounters that allowed the young recipients to return to their home environments better equipped for local leadership. This is an important first step for us as we look to increase the amount of activity we undertake in training music leaders of the future.

> My confidence for leading rehearsals grew across the week: I don't think I ever felt shy, but I definitely felt more in command by the end of the week. I also learnt to speak slower and more clearly to get a better response from the choir. Learning more intricacies of conducting technique was also very valuable... The things I've learnt and the practice it's given me has given me confidence to apply for conducting roles with amateur choirs, where I can hopefully continue to build on my skills.
> *Emerging Leader*

Local events

The shadow cast by Covid-19 is long and continues to have an impact upon the levels of activity and attendance at our local Area events. That said, in 2022 we were delighted to be able to record a sizable increase in the number of events organised by our local Area Teams compared to the period 2020–21. More than 150 events took place, including Area Festivals, Come and Sing events, Member Support events, Meet the Director sessions, Education events, and social occasions, too. These events took place across the UK, with some Areas being

especially committed to resuming RSCM activity. The total attendance at these events numbered several thousand.

Some activities were organised centrally rather than by our local Area teams. This included a Come and Sing event celebrating our Royal Patron HM Queen Elizabeth II's Platinum Jubilee, which was directed by our Vice President, Brian Kay, and held in the shadow of Windsor Castle. Feedback included: 'A very special day. Thanks to all, especially Brian Kay'; 'It was a wonderful day'; and 'I was there, and I was glad'.

RSCM Music Sunday (10 June 2022) included a collaboration with Choir of the Earth. A service was broadcast from London that included the RSCM's Platinum Jubilee anthem. The event involved hundreds of singers from across the world.

RSCM Celebration Day – at which the RSCM presents Honorary Awards to those who have made significant contributions to church music at all levels – saw the local Winchester Area team working closely with staff from our administrative centre in Salisbury. Over 150 singers led worship for 50 honoured guests and very large congregation, who had gathered in Winchester Cathedral.

Forms of financial support for the RSCM's charitable work have continued to increase. Significant elements included the award of £230,000 from the Strategic Development Fund of the CofE in support of the Hymnpact! pathway project, and a revenue grant of £50,000 from the Garfield Weston foundation, which will be distributed across 2 years.

The Strategic Plan and raising funds

Our new Strategic Plan, launched mid-2022, was shared with a range of stakeholders and representatives from a wide-reaching set of organisations at a reception held at the House of Lords and kindly hosted by Lord Clement-Jones.

> I thoroughly enjoyed meeting some new people and finding out more about what you are doing. I think the aims in your strategic plan are admirable.
> *[Email from attendee]*

Raising funds to support our work is critical, and our 2022 Development work has been well organised. The Friends scheme is working well, with 201 friends providing different levels of support. In 2022, this represented a total of £23,189 of giving (not including Gift Aid).

Friend (£50+)	106	£5,667
St Gregory (£100+)	74	£6,647
St John (£250+)	13	£3,724
St Cecilia (£500+)	2	£1,151
St Nicolas (£1,000+) 6	6	£6,000

As part of the scheme, the St Nicolas tier of Friends were invited to attend a lunch in London hosted by the Chair of Council, the Very Reverend Dr John Hall.

The RSCM continues to make use of new fund-raising technologies. Portable electronic donation stations are now a regular presence at RSCM Events. For example, these stations were used at a special Christmas evening presented in association with the Churches Conservation Trust, *Christmas Past, Present and Future: the Sound of Christmas in our Historic Churches*, narrated by Zeb Soanes. In addition, we have added a 'donate at checkout' option to our webshop.

The Legacy Society is now being managed more actively. A highlight of 2022 was offering members of the Society the opportunity to attend evensong in St George's Chapel, Windsor, with the service being followed by prayers for those who have recently died.

Safeguarding

In 2022, significant work took place to review, revise and update the relevant safeguarding policies and supporting documents. This was a good example of RSCM staff and trustees working together as a co-ordinating group: the trustees providing the appropriate scrutiny and support for the work of the staff, who are accountable for the implementation.

Much safeguarding work happens in a way that is not externally visible. Nonetheless, it involves significant correspondence, liaison and co-operation with statutory agencies, including the police and individual local authority staff. Active work also took place alongside dioceses to manage risks presented by people of concern.

An active approach to implementing our Safer Recruitment processes has enabled the RSCM to identify and assess risks presented by people wishing to work with the RSCM. This has resulted in some people being refused a role for safeguarding reasons.

We have delivered tailored safeguarding training for staff working on RSCM courses. All RSCM departments continue to be aware of and involved in relevant aspects of safeguarding.

Membership

The RSCM is a membership organisation, and supporting that membership is a key priority for the charity. A key achievement of 2022 has been the strategic review of membership, and the subsequent revision of both membership categories and benefits.

A more relational approach to our valued members has been a key focus this year, and we have worked to ensure that the experience of contacting 'RSCM Centre' is positive and efficient. A new phone system that makes it easier to reach the intended person has helped significantly.

More significant still is the integration of CiviCRM as the new Membership database, and indeed it now underpins the data for the whole organisation. The successful migration of a very large amount of data is a significant achievement. The gains from this are now increasingly visible, including using Civimail to contact members and to send out e-Newsletters, and a new, automated online renewal process that updates the database without manual intervention.

Necessarily, this has led to adapting internal procedures to maximise the benefits of the new ways information is configured and managed.

Revising and upgrading Membership benefits has been a significant piece of work and was completed by the end of the year as planned, including communicating the revisions to all current members. New benefits launching through the first part of 2023 include a new Members Area of our website, which has enabled previously scattered information to be collated into one place. Significant new benefits included the launch of *Sunday by Sunday Plus*, an enhanced online version of the printed magazine. *Sunday by Sunday Plus* allows effective planning of services and organising of musicians. This resource, created in partnership with Church Music Manager, continues to develop. Also announced was a new partnership with Chorally, which allows RSCM members to connect with wider networks and to each other through a discrete, managed Members forum. Over 400 users have already signed up.

Membership figures at the end of 2022 stood as follows:

	Number of Memberships	***Previous year***	**Trend**
UK Group (Affiliate)	3040	*3098*	-58
UK Individual	1074	*1056*	+18
UK Student	40	*32*	+8

A new membership growth campaign has been planned and enacted into 2023. Early results show that this has resulted in the arrest of the long-term decline, and an upwards growth in the total membership count. The learnings of this process will inform future planning.

Connections with the RSCM's International Partners, whose 994 memberships are not listed in the lines above, were further strengthened by ongoing online meetings. The most significant element in 2022 was the Director making a trip to the USA, leading several events across four destinations, and developing connections with members, as well as the RSCM's US publishing distributor, GIA.

Publishing

The RSCM's Publishing sales in the UK began to rebound strongly in 2022, with figures reaching 80% of pre-Covid-19 levels, at £269,124. *In our service,* an anthem commissioned to celebrate our late royal patron HM Queen Elizabeth II, was a particular success. Available exclusively as a digital download pack, it was sung by more than 600 choirs across the UK and beyond. Designed to be sung in a range of contexts and with options for unison and SATB choir, it provides a positive blueprint for relevant new releases that can be harnessed for other events, such as for the 2023 Coronation. The new collection of Christmas cards, with musically themed illustrations of the Nativity, proved to be popular sellers, despite the falling trends nationally for sending Christmas cards and a series of postal strikes.

Online presence

A new strategic approach to co-ordinating our output on Facebook, Twitter and Instagram has had significant benefits. The number of followers has risen across all three platforms: Facebook follower numbers were up 13%; reach was up 22% across the year, and up 39% in terms of number of impressions, to 549,000.

The website has also benefited from a re-organisation and a new menu structure. As a result, navigation has been significantly improved. Although planned for some time, the changes were finally made possible following the adoption of CIVI as the CRM system.

Supporting activity

The RSCM's office in Salisbury Cathedral Close remains important to the charity's operations. In 2022, many RSCM staff resumed full-time office occupancy. Others have adopted an agile, hybrid model of working from home developed in agreement with line managers. Some of RSCM's staff, including the Regional Managers, Chief Examiner and Hymnpact! Project Manager, are non-office based. Technology has helped to make this not only possible, but successful.

Aside from the implementation of the new CRM, the RSCM has continued to optimise its use of technology to advance its mission. During the year, the server-based IT provision was moved to being fully cloud-based. Staff have continued to use new Microsoft Office tools to improve workflows and efficiency, including Planner, Lists, Booking, Forms and other applications. New direct debit payment processes have been put in place, allowing for increased levels of automation. Our focus is on making the experience as smooth as possible for end users, and efficient for staff. The webshop, hosted on a separate platform by Hymns Ancient and Modern (who also fulfil the orders from their warehouse in Norwich), continues to be an important source of support for our customers, half of whom are not RSCM Members.

During the year, there have been several key staffing changes. A new Finance Manager started in June 2022. The Marketing Officer moved to a new employer in October, and for the present the marketing work has been outsourced to two freelancers. Two of the Regional Managers stood down from their roles in the later part of the year. The Membership Development Officer's year-long appointment came to an end in November. The increasingly important role of digital provision in the RSCM means that the role of Digital Officer has become full-time, with a resultant loss of capacity in the Education team.

Assessing performance

Any review of performance must be undertaken with an understanding that Covid-19 continues to cast a long shadow. Music making (especially singing) and the activities of the

church were hit especially hard by the pandemic and the road to resurgence and recovery will be long and challenging.

Successes are many. Some of these are as listed above. Despite the attendance challenges presented in this (mostly) post-pandemic environment, some of the local area events returned a small financial surplus.

Knowledge of our work and strategy has been spreading widely due to our engagement events, both online and in person. Connecting with wider networks has been an important part of how we can enact our Advocacy strategy.

This is set against some undeniable post-pandemic **challenges**. Attendance at local events remains greatly decreased and it has been difficult to attract enough people to make events missionally or financially viable. This has resulted in difficult decisions regarding the cancellation or postponement of events, not least because it has become increasingly common for people to book tickets at the last minute. In some cases, this led to events proceeding at a substantial loss.

Those who have attended and engaged with the RSCM's work continue to be very positive about what we are doing. Yet, finding effective ways to market opportunities for engagement remains an ongoing challenge (though, as mentioned, the engagement with the RSCM's social media channels is rising).

Fundraising is always difficult but has become increasingly hard due to several factors that are widely acknowledged across the charity sector. Grant-making bodies and trusts have in many cases reduced their levels of funds available or have changed the criteria for applicants. This has coincided with a steep rise in the number of bodies applying for funds. On a national level, many people are struggling with their finances. As a result, our 2022 annual Appeal received fewer responses than in previous years. Many member churches have struggled to re-start their music making after the lifting of Covid-19 restrictions. This has meant that churches considering their outgoings more carefully do not always put RSCM Membership on their 'essential' list, which has in turn made our membership income predictions less reliable.

RSCM Publishing's move to becoming a wholly owned trading subsidiary, intended to be completed in 2022 but now complete, took longer than hoped. A reduced number of church re-starting music has also meant that sales of music remain suppressed.

The significant efforts put in over the last 3 years to re-base and restructure the RSCM Local Areas have been hampered by the pandemic. There is frustration that, despite the quality of the offerings and significant work and publicity, attendance at many events was lower than hoped for.

Lower levels of attendance, coupled with the disproportionate effect of the pandemic on the lives of young people, meant that we had reduced numbers at the Bath Course and were unable to restart the intermediate Millennium Youth Choir (iMYC) as planned.

Covid-19 also forced us to cancel our Annual Lecture in London.

In summary, the trends:

The number of people attending RSCM events is climbing gradually, but figures have not yet returned to pre-pandemic levels. Patterns and habits of attendance and commitment have changed and people show few signs of returning to pre-pandemic habits.

Fewer people are willing to commit to attending an event in advance. Events that previously attracted large numbers were not as well attended as in pre-pandemic years. Costs to put on events have increased (for example, building hire costs), yet overall (Area) event income is down.

The RSCM's finances are therefore under significant pressure.

OPERATIONS, FINANCE, STRATEGY AND GOVERNANCE

Financial Review

2022 has been a challenging year for the RSCM financially. Our budgeting round in the latter stages of 2021 made sensible and positive assumptions about the improving picture after the pandemic. However, many of those assumptions were optimistic. These financial results show very clearly the continuing impact of the coronavirus on our operations and finance. Income was the biggest challenge. Despite our best efforts, only 50–70% of budget income was achieved in several different spheres of operation. As a result, and despite effective cost control measures across the organisation, results show a substantial operational deficit on the year. This situation was exacerbated by significant financial reporting delays (particularly acute in the first half of the year) caused by staff changes and focus on the database project.

This year finally saw the roll-out of the new CRM system (CiviCRM), which has been a major undertaking. The benefits of this substantial investment will be felt in 2023, as previous manual process becomes streamlined and automation begins to take over some day-to-day operations. The potential for system development is enormous. Indeed, our understanding of what CiviCRM can do for us are only now beginning to become clear.

The benefits of the changes made to our membership structures are not yet visible in these figures, particularly as we held membership fees to previous year's levels for the 2022 cycle. National economic trends have created a challenging environment for churches and individuals, with many PCCs having to make difficult decisions about where to spend their money. We are confident that the new membership offer and the developing digital provision will enable the RSCM to maintain current membership levels, if not increase them over the coming period. There is a clear need to grow income streams, especially where they deliver both unrestricted and long-term, predictable incomes. Substantial applications to charitable trusts are also in train to support the ongoing missional work of the charity.

At the very end of the financial period, we initiated the formation of RSCM Enterprises Ltd, a wholly owned trading subsidiary of the charity, which began trading after the year end. The intention of this move is twofold: to protect the charity from some of the risks of its commercial activities (as revealed in Publishing during the Covid-19 pandemic), and to free that commercial arm from the restrictions imposed by operating solely within the RSCM's specified charitable remit. This new entity will, over time, become the business focus of the operation, and will, we hope, open opportunities to expand what we do beyond the current bounds for the benefit of the charity and its beneficiaries.

Investment policy

Due to a turbulent market, the effects of the war in Ukraine, the rising cost of living, and continuing Covid-19 uncertainties, 2022 results show a significant negative move in the capital value of the invested portfolio. While the income has held up reasonably well, capital has been eroded, leading to a significant fall in the overall value of the investments. Our investment managers at RBC Brewin Dolphin have presented to Council and been questioned on elements of the investment approach, particularly in relation to ethical investing and risk profile, and open channels of communication are actively maintained to ensure transparency and manage the ongoing balance of income and capital growth across the portfolio.

Reserves policy

Long-term sustainability must be a key factor in future financial planning, and the organisation's reserves position forms a significant part of the picture. The reserves policy remains relevant to revenue and capital management, providing for either income under-runs or expenditure over-runs in any or all the key areas: Membership Income, Publishing, Education, Voluntary Income, and Investment Income.

2022 has seen a clearer focus on the use of organisational restricted reserves, and how they are invested in the missional activity related to the restriction. This honours the missional desires of those supporters who have given funds to RSCM with specific intentions and instructions. The goal is to limit deployment of unrestricted reserves to those areas of spend that can be served only from unrestricted, and from nowhere else.

Total reserves amount to £1,070,490 of which £418,446 is held in endowment funds and £493,015 in restricted funds. Of the unrestricted funds, £28,700 is designated to represent the amount of funds tied up in fixed assets, £8,934 is designated for the development of local voluntary educational activity, and £2,570 represents revaluation gains on investments. £13,746 of funds are designated to the Cathedral Organists Association.

As a result of several consecutive years of operational losses, and negative movement in the invested portfolio, the General Fund, or 'free reserves', stands at £105,079. The charity's free reserves target (which will be revised in 2023 due to organisational and staffing changes) stands at £293,000. The Trustees recognise that this negative trend must be immediately reversed and have mandated significant changes to the 2023 budget and operating model to begin the task of replenishing the unrestricted reserves and returning the balance sheet to a healthy position. These changes are already underway and will have the required effect on the 2023 results.

Risk assessment

The Risk Register is updated and reviewed by the Finance and Audit Committee on behalf of Council, the next major review point being in June 2023. We have continued to manage down risks, measured on a quantitative basis that looks at a combination of severity, probability and predictability.

Areas assessed include:

- Safeguarding
- Fraud
- Financial collapse of key income streams
- Strategic IT risks (including GDPR)
- Major PR/media failures
- Unforeseen multiple losses of Council or senior management team-members

Mitigating actions are identified and classified. The resultant levels of residual risk have been calculated.

Risk registers are also maintained for our various service-providers, our partnering relationships elsewhere, and for the various overseas local bodies who are permitted to use the RSCM brand in USA, Canada, New Zealand, South Africa and Australia.

How the RSCM raises voluntary income

NB - All auditable charities that raise funds from the public must provide the following information in their trustees' annual report for financial years beginning on or after 1 November 2016:

- *the fundraising approach taken by the charity, or by anyone acting on its behalf, and whether a professional fundraiser or commercial participator carried out any fundraising activities*
- *details of any fundraising standards or scheme for fundraising regulation that the charity has voluntarily subscribed to*
- *details of any fundraising standards or scheme for fundraising regulation that any person acting on behalf of the charity has voluntarily subscribed to*
- *details of any failure by the charity, or by any person acting on its behalf, to comply with fundraising standards or scheme for fundraising regulation that the charity or the person acting on its behalf has voluntarily subscribed to*
- *whether the charity monitored the fundraising activities of any person acting on its behalf and, if so, how it did so*
- *the number of complaints received by the charity, or by a person acting on its behalf for the purposes of fundraising, about fundraising activity*

- *what the charity has done to protect vulnerable people and other members of the public from behaviour which:*
    - *is an unreasonable intrusion on a person's privacy*
    - *is unreasonably persistent*
    - *places undue pressure on a person to give money or other property*

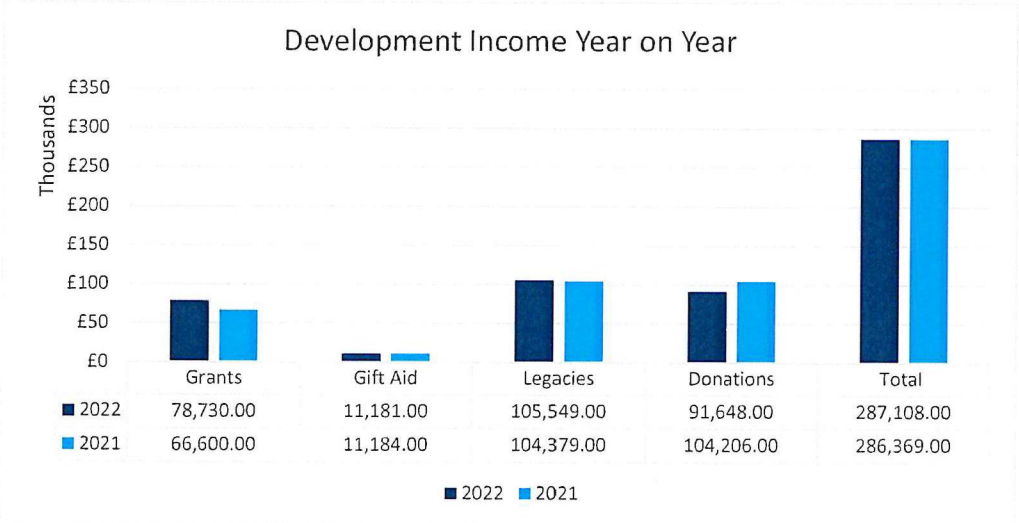
The RSCM appeals for donations directly to its members and existing supporters (by post, and by electronic communication, and in person). The RSCM also receives income both directly and through various online giving websites. Fundraising is carried out by RSCM staff and volunteers.

In 2022, we continued to make use of an external consultant to further our development work. The consultant worked to a specific brief and under the oversight of the RSCM Director. There were two complaints received during 2022 about RSCM fundraising activity due to an error in data processing (caused by a lack of understanding of the new system) where a small number of individuals were mailed who should not have been. These were treated as GDPR complaints and resolved according to our data processes. The RSCM protects the privacy of its donors by not sharing any of its data with third parties, except where it is necessary for carrying out its legitimate operations and complies with relevant data protection laws. The RSCM appeals to an individual at most twice in one year and all such appeals are made under the direction of the Director of the RSCM who is responsible for Development.

2022 Voluntary income

In 2022 individuals, churches, and grant-giving bodies and trusts donated £91,648, (a fall of just over £12,588 on 2021) to support the charitable work of the RSCM. By gift aiding their donations, our supporters contributed a further £11,181 in 2022. In addition, we also received legacies in 2022 totalling £105,549

Graphed:



Legacy income

Income from gifts in wills continues to provide a significant, if unpredictable, income stream. In 2022 the RSCM received £105,549 of which none represented restricted funds.

Grants

The value of grants received in 2022 is £78,730. This represents an increase on 2021 of £12,130. We are deeply grateful to the Liz and Terry Bramall Foundation and the Church of England Strategic Innovation Fund for their ongoing support and to all the Trusts and Foundations that have supported us during the year either with grants or donations.

These include:

- Donald Byford Charitable Trust, The
- Garfield Weston Foundation, The
- Hobson Charity, The
- G. F. Eyre Charitable Trust, The
- G. M Morrison Charitable Trust, The
- Miss Kathleen Beryl Sleigh Charitable Trust, The
- Open Fountain Trust, The
- Mrs RP Tindall's Charitable Trust
- Vaughan Williams Charitable Trust

Plans for the future

Further to the strategic plan of 2022, work in early 2023 has clarified that the priorities for the RSCM's work should be:

- Young people
- Music leadership
- Clergy (and lay worship) leadership

Education remains a cornerstone of our activities and in 2023 some new initiatives will become visible. These include the launch of *Voice for Life Digital*, an adaptation of the successful chorister training scheme, which has the potential to reach more people than the print books alone. We are also relaunching Church Music Skills in an updated digital platform.

We will continue to develop plans for the OFQUAL accreditation of our Singing Awards.

Emerging Leaders will continue to be supported in the summer courses, with plans to expand this provision beyond 2023.

The Tutor network will deliver more Education Menu events and to help us forge relevant partnerships - for example, with dioceses so we can provide needs-based, high-quality training.

Partnerships with other organisations will continue to be developed. Examples include the Church Choir Award offered in partnership with the Cathedral Music Trust, and the new Post-graduate qualifications offered by the Institute of Sacred Music at St Stephen's House, Oxford. The RSCM is also working the Royal College of Organists to develop a shared approach to delivering an effective programme of choir training, including assessments.

The way we engage with our network of 300 local volunteers will change as we work to find a more sustainable way to deliver local activity. We will continue to develop plans to deliver fewer but more successful events that align with our priorities and target those who will benefit most. By creating a new range of clearly directed volunteer roles, and by supporting them with more specific training, we will be able to increase our impact at local and regional levels across the UK.

We will continue to strengthen our relationship with our members (both group and individual) and to encourage our members to use their new benefits. The need to reach out and gain new members is clear, and plans are in place to do that starting in 2023.

The RSCM also needs to increase both the number of financial supporters and the total monetary value of support they offer. A key challenge is to convert goodwill into income. This is set against a tougher-than-ever financial climate, as outlined above. The priority for the RSCM is therefore to set out our plans for the Centenary so that each potential supporter and advocate with whom we engage can see our vision for the next 5 years. By the end of 2023, the Centenary Plan will be in place.

RSCM Enterprises Ltd will be encouraged to develop a more ambitious plan for growth, including the active development of the RSCM Music Direct branding, and the promotion of RSCM publications into wider markets. Marketing, including for Enterprises, will be encouraged to build on and sustain the increased engagement of the last few months.

Support systems and administration, including Safeguarding, will be monitored and developed. The need to effectively manage priorities is paramount if we are to make effective use of staff time.

The work of staff is overseen by Council. The Very Reverend Dr John Hall stood down as Chair of Council in March 2023. The RSCM wishes to express sincere thanks for his work and support. Phil Taylor was elected as Chair and Andrew Morgan as Vice-Chair at the March 2023 Council meeting.

Structure, governance and management

Council and Honorary Advisors

Full principles for the organisation structure of the RSCM are contained within the charity's governance document. The Charity is overseen by a Council of trustees. Decisions are taken by Council or by staff on such delegated terms as Council approves. Generally, strategic decisions are taken by Council, and the day-to-day management of the charity is delegated by Council to the Director and his Deputy and Assistant Director colleagues, who are considered key management.

The members of Council are the Trustees of the charitable assets and activities of the Company and are the Directors of the Company for the purposes of Company Law. The number of Council members is now limited to sixteen, and Members of Council are recruited with a view to Council's overall balance of skills and interests.

A trustees recruitment group was formed in late 2022 to review the processes and procedures in preparation for a recruitment campaign in early 2023 to replace trustees whose terms of office are expiring. The approach will be to advertise through church, education and broader social media channels, using fair and open competition principles to sift and interview. Qualified candidates will then go through the Safer Recruitment processes before recommendation to Council for appointment.

New members of Council are supplied with an induction pack, including among other items the Charity Commission's *The Essential Trustee*, the RSCM's Memorandum and Articles of Association, and the current business plan and published accounts, and are informally briefed by the Chair regarding the requirements of the role. All Council members are kept informed as to key governance-related issues by the Secretary to Council. Budget provision is made for ongoing training for all members of Council.

The Council and staff have access to Honorary Advisors who are available to support decision making at Council level.

Smaller *ad hoc* working groups consisting of appropriately skilled members of Council and Senior Officers are formed to consider specific issues in preparation for Council meetings. In 2022, these included the Finance and Audit Committee, an IT Steering Group, Publishing Group, Brand Development and Marketing group, Safeguarding Co-ordination Group, and Development Steering Group. There are also staff-Council links for Education and for Membership.

Members of Council are covered by the RSCM's indemnity insurance, subject to normal exclusions, in the event of a personal liability arising to them in their capacity as Trustees of

the Charity. This cover is provided as part of a combined insurance policy and the amount of the premium applicable to Trustees' indemnity cannot be quantified.

All Trustees give of their time freely and received no remuneration during the year. Summary details of any incidental expenses claimed during the year are documented elsewhere in note 7 to these accounts.

Senior staff remuneration (the Director, and the Deputy and Assistant Directors) is reviewed annually as part of, and commensurately with, any annual salary review for all payroll staff. Some account may sometimes be taken of recognised indices such as RPI and CPI in determining any such general annual review, but any percentage increase for staff, including the three senior posts, will be determined at least as much by projected affordability, as by reference to any such published or otherwise recognised index.

Audit Information

So far as each of the directors at the time the Report of Council is approved is aware:

a) there is no relevant information of which the auditors are unaware; and
b) they have taken all relevant steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Statement of Council Responsibilities

Council (who are also directors of the Royal School of Church Music for the purposes of company law) are responsible for preparing the Report of the Council and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

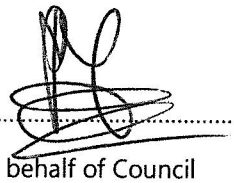
Company law requires Council to prepare financial statements for each financial year that gives a true and fair view of the state of the affairs of the charitable company and of the outgoing resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, Council are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

Council are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to

ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Council's report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.



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On behalf of Council

Phil Taylor

Chair of Council

Date: 22 June 23

Opinion

We have audited the financial statements of The Royal School of Church Music (the "Charity") for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 December 2022 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Directors' Report and take advantage of the small companies exemption from the requirement to prepare a Strategic Report.

Responsibilities of the trustees
As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit, in respect to fraud, are to identify and assess the risks of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

In identifying and assessing risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures include the following:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and those laws and regulations that had a direct effect on the financial statements through discussions with trustees and management. The key laws considered are FRS102, the Charities Act and the Companies Act 2006.
- We understood how the company is complying with those frameworks by making enquires of management and we corroborated our enquiries by reviewing Board minutes.
- We assessed the susceptibility of the company's financial statements to material misstatement, including how fraud might occur, by making enquiries of management as to where they considered there was a succeptibilty to fraud, their knowledge of actual, suspected and alleged fraud and by considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations and we have evaluated opportunities for fraudulent manipulation of the financial statements including management override.
- Based on this understanding we designed our audit procedures to identify non-compliance with the laws and regulations identified above, which included, but were not limited to, identifying and testing journal entries made during the year and at the year-end and agreeing financial statement disclosure to underlying supporting documentation.

There are inherent limitations in the audit procedures described above, and there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

Use of our report

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Susan Sullivan FCA

Susan Sullivan FCA (Senior Statutory Auditor)
For and on behalf of Rothmans Audit LLP
Chartered Accountants & Statutory Auditors
Avebury House
6 St Peter Street
Winchester
Hampshire
SO23 8BN

Date: 17th August 2023

The Royal School of Church Music
(Company No:00250031)
Statement of Financial Activities (including the Income and Expenditure Account)
For the year ended 31 December 2022

		Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2022 £	Total Funds 2021 £
Income and Endowments from:						
Donations and legacies	2a	212,144	74,964	-	287,108	286,369
Income from charitable activities:						
Membership Income		480,185		-	480,185	513,583
Education & Outreach		104,998	-	-	104,998	15,643
Publication sales & royalties		316,306	-	-	316,306	208,283
Area Teams		42,017	-	-	42,017	9,459
Investment Income	2b	3,608	22,963	-	26,571	30,683
Other Income	2c	7,079	-	-	7,079	28,897
Total Income		1,166,337	97,927	-	1,264,264	1,092,917
Expenditure on:						
Raising funds	3	136,743	-	-	136,743	129,677
Charitable activities						
Membership services	3	296,430	-	-	296,430	259,055
Education & Outreach	3	267,337	66,276	-	333,613	293,762
Publications	3	326,540	-	-	326,540	228,639
Area Teams	3	288,944	-	-	288,944	280,184
Total expenditure		1,315,994	66,276	-	1,382,270	1,191,317
Net income/(expenditure)		(149,657)	31,651	-	(118,006)	(98,400)
Transfers between funds		-	-	-	-	-
Net Gains/(losses) on investments	10	(15,284)	(39,473)	(57,790)	(112,547)	113,194
Net movement in funds		(164,941)	(7,822)	(57,790)	(230,553)	14,794
Reconciliation of funds:						
Total funds brought forward	15	323,970	500,837	476,236	1,301,043	1,286,249
Total funds carried forward	15	**159,029**	**493,015**	**418,446**	**1,070,490**	**1,301,043**

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derives from continuing activities.

The notes on pages 34 to 48 form part of these financial statements

The Royal School of Church Music
(Company No:00250031)
Balance Sheet
For the year ended 31 December 2022

	Notes	2022 £	2021 £
Fixed Assets			
Intangible assets	8	8,430	34,053
Tangible assets	9	28,700	28,284
Investments in Subsidiaries	10	1	-
Investments	11	814,955	933,187
Total fixed assets		852,086	995,524
Current Assets			
Stock	12	147,518	152,921
Debtors	13	141,876	98,455
Areas' cash at bank and in hand		19,210	19,782
Cash at bank and in hand		109,226	164,114
Total current assets		417,830	435,272
Liabilities			
Creditors: Amounts falling due within one year	14	199,426	129,753
Net current assets		218,404	305,519
Total net assets		1,070,490	1,301,043
The funds of the charity:			
Endowment funds	16,17	418,446	476,236
Restricted Funds	16,18	493,015	500,837
Unrestricted Funds	16,18	159,029	323,970
Total Charity Funds		1,070,490	1,301,043

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the trustees on 22/06/23 and were signed on their behalf by:

Phil Taylor - Chair of Council

The notes on pages 34 to 48 form part of these financial statements

The Royal School of Church Music
(Company No:00250031)
Cash Flow Statement
For the year ended 31 December 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	CF1	(69,845)	(137,426)
Net cash provided by (used in) operating activities		(69,845)	(137,426)
Cash flows from investing activities:			
Purchase of intangible fixed assets		-	(2,327)
Purchase of tangible fixed assets		(17,871)	(21,123)
Purchase of fixed asset investments		(257,576)	(234,722)
Sale of fixed asset investments		270,916	377,385
Cash withdrawn from investment portfolio		(7,655)	(946)
Interest received		-	(352)
Investment dividends received		26,571	2,030
Net cash provided by (used in) investing activities		14,385	119,945
Change in cash and cash equivalents in the reporting period		(55,460)	(17,481)
Cash and cash equivalents at the beginning of the reporting period		183,896	201,377
Cash and cash equivalents at the end of the reporting period	CF2	128,436	183,896

CF1. Reconciliation of Net Income to Net Cash Flow from Operating Activities

	2022 £	2021 £
Net movement in funds for the reporting period *(as per the statement of financial activities)*	(230,553)	14,794
Depreciation and amortisation charges	43,077	40,552
Gain on investments	112,547	(101,686)
Interest received	(26,571)	(1,678)
Decrease in debtors	(43,421)	8,104
Increase / (Decrease) in creditors	69,673	(83,527)
(Increase) / Decrease in stocks	5,403	(13,985)
Net cash provided by (used in) operating activities	(69,845)	(137,426)

CF2. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash at bank and in hand	128,436	183,896
Total cash and cash equivalents	128,436	183,896

The Royal School of Church Music is a charitable company, limited by guarantee, registered in England and Wales. Its registered office and principal place of business is 19 The Close, Salisbury, Wiltshire SP1 2EB

1. Principal Accounting Policies

a) Basis of accounting

The financial statements of the Charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) second edition 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', the Companies Act 2006 and the Charities Act 2011. The financial statements have been prepared under the historical cost convention except that investments are carried at market value.

The financial statements are prepared in sterling which is the functional and presentational currency of the Charity. The financial statements are rounded to the nearest pound.

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern and these accounts are prepared on a going concern basis.

There are no significant judgements which affect the amounts recognised in these financial statements. With respect to the next reporting period, the most significant areas of estimation uncertainty that affect the carrying value of assets held by the Charity are the level of investment return and the performance of investments.

b) Periods Covered

The accounts cover the year to 31 December 2022, with comparatives for the year to 31 December 2021.

c) Area Teams

These financial statements consolidate the income and expenditure of RSCM Area Teams, which arrange local training activities throughout the UK, on a line by line basis. The net assets of the teams, most of which are held in cash, are shown separately on the balance sheet as the Trustees believe this method is the closest to a true and fair view.

d) Legal Status of the Charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £1.

e) Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Unrestricted funds include a revaluation reserve representing the restatement of investment assets at market values.

Designated funds are unrestricted funds that have been set aside by the trustees for particular purposes

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

Endowment funds represent those assets which must be held permanently by the Charity. Income arising on the endowment fund is included as restricted income. Any capital gains or losses arising on the investments form part of the fund.

f) *Incoming resources*

All incoming resources are recognised once the charity has entitlement to the resources, it is certain that the resources will be received and the monetary value of incoming resources can be measured with sufficient reliability. The following policies are applied to particular categories of income:

- Voluntary income received by way of grants, donations and legacies is recognised when the charity's entitlement has been ascertained, the conditions for receipt have been met and the amount can be quantified with reasonable accuracy. Donations are deferred where the donor has imposed conditions that specify the time period in which the expenditure of resources can take place.
- Government grants are recognised using the performance model and grants which have specified future performance-related conditions are initially recognised as a liability and are released to income only when the related conditions are met. Grants which have no performance-related conditions are recognised when the proceeds are received or receivable.
- Investment income is recognised when receivable by the charity.
- Membership income is received annually in advance and the amount relating to the next financial year is carried forward as deferred income.
- Income from education, outreach and publication sales and royalties is recognised in the period it is receivable. Fees received in relation to courses occurring after the balance sheet date are carried forward as deferred income.
- The charity does not receive any donated goods, facilities or services. In accordance with the Charities SORP the contribution of general volunteers is not recognised within these financial statements. Details of the role played by general volunteers are given in the Trustee's Report.

g) Expenditure

Expenditure is recognised on an accruals basis when a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs are included within support costs and include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- Costs are allocated to the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly and where costs cannot be directly allocated they are apportioned using staff costs, as set out in note 3.

h) Foreign Currencies

Monetary assets and liabilities in foreign currencies are translated into sterling at the rates of exchange prevailing at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange prevailing at the date of the transaction. Exchange variances are taken into account when arriving at the net income or expenditure for the year.

i) Pension Contributions

Contributions in respect of the charity's defined contribution pension scheme are charged to the SOFA in the year in which they are payable to the scheme. Differences between contributions payable and contributions actually paid in the year are included within other creditors at the year-end. The costs of the defined contribution scheme are charged to the unrestricted funds of the charity using the methodology set out in note 1g.

j) Fixed Assets

Fixed assets (excluding investments) are stated at cost less depreciation/amortisation. Assets below £100 are not capitalised. Depreciation and Amortisation are provided on a straight line basis over the estimated useful economic life of each asset, which is considered to be:

Major software packages	4 years
Other computer hardware & software	3 years
Other furniture, plant & equipment	5 years
Copyrights & publication rights	3-5 years
Website & webshop	3-5 years

The useful economic lives of theses assets are the periods over which it is anticipated that they will continue to generate an appreciable amount of income for the organisation. Impairment reviews are carried out as and when evidence comes to light that the recoverable amount of a functional fixed asset is below its net book value due to damage, obsolescence or other relevant factors.

k) Investments

Investments (in external funds) are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year. All gains and losses are taken to the statement of financial activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value. Unrealised gains and losses are calculated as the difference between the opening and closing market value. Realised and unrealised gains and losses are not separated in the statement of financial activities.

Investments in subsidiaries are accounted for at cost less impairment. The charity incorporated a trading subsidiary, RSCM Enterprises Limited, on 25 November 2022 and this is included in the accounts at cost. The subsidiary was not active in the year ended 31 December 2022 and the charity has claimed exemption from the requirement to prepare consolidated accounts on the basis that the subsidiary is immaterial.

l) Stock

Stocks of publications are valued at the lower of cost or net realisable value, after providing for slow-moving

m) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at cost which is time-apportioned over the period to which the expenses relate.

n) Creditors and provisions

Creditors and provisions for liabilities and charges are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

o) Operating Leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA as they are incurred.

p) Taxation

The charity is exempt from tax on income and gains falling with section 505 of the Taxes act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

2. Incoming resources

	2022	2021
	£	£
a) Donations and legacies		
Grants and donations	128,890	131,840
Affiliate fundraising	35,084	33,942
Friends income	17,585	16,208
Legacies	105,549	104,379
	287,108	286,369
b) Investment income		
Listed investments	26,571	30,683
Interest on cash deposits	-	-
	26,571	30,683
c) Other incoming resources		
Commission	2,211	444
Sundry income	4,868	28,453
	7,079	28,897

Sundry Income includes £Nil of coronavirus relief grants received from the UK Government (2021: £22,400)

3. Total resources expended

	Direct costs	Support Costs	Total 2022	Total 2021
	£	£	£	£
Costs of Generating Funds				
Fundraising	110,705	19,130	129,835	120,879
Investment management	6,908	-	6,908	8,798
Expenditure on Charitable Activities				
Membership	264,808	31,622	296,430	259,055
Education and development	295,667	37,946	333,613	293,762
Publications	305,772	20,768	326,540	228,639
Area Teams	237,022	51,922	288,944	280,184
	1,220,882	161,388	1,382,270	1,191,317

Support costs constitute central management and administrative costs which are necessarily incurred to enable the charity to carry out its activities. These costs have been allocated to the charity's charitable activities and fundraising on the basis of staff costs. They are made up as follows:

	Fundraising	Membership	Education	Publication	Areas	2022	2021
	£	£	£	£	£	£	£
Office costs	15,202	25,128	30,152	16,503	41,258	128,243	135,824
Professional fees	-	-	-	-	-	-	8,375
Finance costs	399	660	792	433	1,083	3,367	1,699
Depreciation	2,068	3,418	4,102	2,245	5,613	17,446	9,246
Amortisation	229	379	455	249	623	1,935	3,136
Governance	1,232	2,037	2,445	1,338	3,345	10,397	11,582
	19,130	31,622	37,946	20,768	51,922	161,388	169,862

4. Governance Costs

	2022 £	2021 £
Governance meetings and expenses	2,866	3,017
Auditors fees - audit	4,698	4,934
Auditors fees - non-audit services	2,833	3,630
	10,397	11,581

5. Net income / (expenditure for year)

This is stated after charging:	2022 £	2021 £
Depreciation	17,455	10,355
Amortisation	25,623	30,197
Auditors remuneration - audit	4,698	4,934
Auditors remuneration - accountancy services	2,833	3,630

In 2021 and 2022 audit services were provided by Rothmans Audit LLP and accountancy services were provided by Rothmans LLP, a partnership associated with Rothmans Audit LLP.

6. Staff Costs

Total staff emoluments for the year were as follows:	2022 £	2021 £
Gross salaries and wages	561,558	584,964
Social security	41,766	40,669
Employers contributions to defined contribution pension schemes	22,689	27,631
	626,013	653,264

No employees had total emoluments above £60,000 (2021: no employees).

The total remuneration, including employer national insurance and pension contributions, of the key management personnel was £96,693 (2021: £130,958).

The average monthly head count of employees in the year was as follows:

Membership	2	2
Education and development	8	11
Publications	2	3
Governance, area teams and fundraising	14	15
	26	31

7. Trustee remuneration and related party transactions

The charity trustees were not paid any remuneration, nor received any other benefits from employment with the Charity during the year. Travel and training costs amounting to £286 (2021: £209) were reimbursed to 3 (2021:3) members of Council. There are no other related party transactions in the reporting period that require disclosure.

8. Intangible fixed assets

	Copyrights & publication rights	Website & Webshop	Total
	£	£	£
Cost			
As at 1 January 2022	123,270	48,282	171,552
Additions	-	-	-
Disposals	-	-	-
As at 31 December 2022	123,270	48,282	171,552
Amortisation			
As at 1 January 2022	105,242	32,257	137,499
Charge for the year	16,545	9,078	25,623
Elimination on disposal	-	-	-
As at 31 December 2022	121,787	41,335	163,122
Net Book Value			
As at 31 December 2022	1,483	9	8,430
As at 31 December 2021	18,028	16,025	34,053

9. Tangible fixed assets

	Furniture & Equipment
	£
Cost	
As at 1 January 2022	255,216
Additions	17,871
Disposals	-
As at 31 December 2022	273,087
Depreciation	
As at 1 January 2022	226,932
Charge for the year	17,455
Elimination on disposal	-
As at 31 December 2022	244,387
Net Book Value	
As at 31 December 2022	28,700
As at 31 December 2021	28,284

The Royal School of Church Music owns a collection of books and manuscripts which were a bequest from its founder, Sir Sidney Nicholson, and which are currently held at Westminster Abbey on their behalf. These items, which have been valued for insurance purposes at £159,000, are not included in the financial statements as there is inherent uncertainty as to the Charity's interest in them and therefore their valuation.

10. Investments in Subsidiaries

	2022 £	2021 £
Investment in RSCM Enterprises Limited	1	-
	1	-

On 25 November 2022 the charity incorporated a trading subsdiary, RSCM Enterprises Limited. The subsidiary was not active during the year and its only assets are £1 of share capital.

11. Fixed assets investments

	2022 £	2021 £
Market value at 1 January 2022	933,187	973,218
Additions at cost	257,576	223,214
Disposals at carrying value	(270,916)	(377,385)
Increase/(decrease) in cash	7,655	946
Net gain/(loss) on revaluation	(112,547)	113,194
Market value at 31 December 2022	814,955	933,187
Investments at market value comprised:		
UK listed investments	330,221	402,054
Overseas listed investments	456,212	510,266
Other investments	-	-
Cash on deposit	28,522	20,867
	814,955	933,187
Historical cost as at 31 December 2022		
Listed investments	767,509	719,436
Cash with investments manager	28,522	20,867
	796,031	740,303

12. Stock

	2022 £	2021 £
Goods for resale	147,518	152,921
	147,518	152,921

13. Debtors

	2022 £	2021 £
Trade debtors	80,754	68,454
Other debtors	37,298	17,633
Prepayments and accrued income	23,824	12,368
	141,876	98,455

14. Creditors - amounts falling due within one year

	2022	2021
	£	£
Trade creditors	66,504	21,847
Other creditors	32,589	33,541
Accruals	7,820	16,693
Deferred income	92,513	57,672
	199,426	129,753

15. Deferred Income

Deferred income comprises the portion of membership subscriptions that relate to periods after the balance sheet date, income received for courses occurring after the year-end and donations where donors have imposed conditions that specify the time period in which the donation should be used.

	Membership	Courses	Other Income	Total
	£	£	£	£
Balance Brought Forward	51,050	5,463	1,159	57,672
Amount released to incoming resources	(51,050)	(5,463)	(1,159)	(57,672)
Amount deferred in the year	47,079	6,400	39,034	92,513
Balance Carried Forward	47,079	6,400	39,034	92,513

16. Analysis of net assets between funds

Fund balances are represented by:	Endowment Funds	Restricted Funds	Unrestricted Funds	Total
	£	£	£	£
Intangible fixed assets	-	-	8,430	8,430
Tangible fixed assets	-	-	28,700	28,700
Fixed asset investments	418,446	286,607	109,902	814,955
Net current assets	-	206,408	11,997	218,404
Total net assets	418,446	493,015	159,029	1,070,489

Analysis of net assets between funds - previous year

Fund balances are represented by:	Endowment Funds	Restricted Funds	Unrestricted Funds	Total
	£	£	£	£
Intangible fixed assets	-	-	34,053	34,053
Tangible fixed assets	-	-	28,284	28,284
Fixed asset investments	476,236	277,468	179,483	933,187
Net current assets	-	223,369	82,151	305,520
Total net assets	476,236	500,837	323,971	1,301,044

17. Endowment funds

The capital of the Endowment Funds, which form part of the investment portfolio, cannot be spent. The funds have been given to the charity by way of donations, legacies and memorial appeals to be invested to provide income for the purposes detailed below:

	Fund B/Fwd	Income	Expenditure	Transfer	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas development fund (For overseas travel and development)	37,014	-	-	-	(4,492)	32,522
Hymns Ancient & Modern Lectureship Fund (To help pay for lecturers on RSCM courses)	37,211	-	-	-	(4,516)	32,695
Harold Smart Competition Fund (To fund an annual competition for composers)	13,501	-	-	-	(1,638)	11,863
To provide grants to students attending RSCM courses:						
Hubert Crook and other bursary funds	192,523	-	-	-	(23,362)	169,161
Wiles Family Bequest	106,263	-	-	-	(12,894)	93,369
The Minsall-Jones Bequest	69,019	-	-	-	(8,375)	60,644
Derek Marsden Fund for educational bursaries	20,705	-	-	-	(2,513)	18,192
	476,236	-	-	-	(57,790)	418,446

Endowment Funds - Previous year

	Fund B/Fwd	Income	Expenditure	Transfer	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas development fund (For overseas travel and development)	33,010	-	-	-	4,004	37,014
Hymns Ancient & Modern Lectureship Fund (To help pay for lecturers on RSCM courses)	33,185	-	-	-	4,026	37,211
Harold Smart Competition Fund (To fund an annual competition for composers)	12,041	-	-	-	1,460	13,501
To provide grants to students attending RSCM courses:						
Hubert Crook and other bursary funds	171,696	-	-	-	20,827	192,523
Wiles Family Bequest	94,768	-	-	-	11,495	106,263
The Minsall-Jones Bequest	61,553	-	-	-	7,466	69,019
Derek Marsden Fund for educational bursaries	18,465	-	-	-	2,240	20,705
	424,718	-	-	-	51,518	476,236

18. Restricted funds

Restricted funds include income from endowments, legacies and donations subject to specific instructions on how they may be spent, as indicated below. The accumulated income from endowments and other restricted donations and legacies are allocated a proportion of the general investment portfolio, unless it is expected that a legacy or donation will be applied in accordance with the wishes of the donor within a reasonable period of receipt.

	Fund B/Fwd	Income	Expenditure	Transfer	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas Development Fund Income	6,285	1,143	(3,541)		(353)	3,534
Hymns A & M Lectureship Fund Income	12,843	1,301	(200)		(996)	12,948
Harold Smart Fund Income	8,374	537	(500)		(635)	7,776
Hubert Crook and other Bursary Funds	58,455	6,585	(930)		(4,532)	59,578
Wiles Family Bequest income fund	29,707	3,592			(2,321)	30,978
The Minsall-Jones Income Fund	15,927	2,266	(495)		(1,226)	16,472
Derek Marsden Fund for Education	4,776	679	(270)		(362)	4,823
Regional development in specific areas	1,238	23			(97)	1,164
Bursaries for Cathedral Courses	21,775	402			(1,701)	20,476
Bursaries for RSCM study programmes	7,510	139			(587)	7,062
Liz & Terry Bramall	-	60,000	(60,000)		-	-
The Norman Kirkham Fund for organ scholarships	2,471	46			(193)	2,324
RSCM Voices general bursaries fund	1,191	22	(40)		(91)	1,082
K Guppy Fund for training/support of boy choristers	56,116	1,035			(4,385)	52,766
Parish Organ Scholarships Project	5,781	107			(452)	5,436
Post-Ordination clergy training project	8,492	157			(664)	7,985
The Headley Trust bursaries grant for young people	5	-			-	5
PA Mason Memorial Fund for courses	36,890	681			(2,882)	34,689
MB MacAuley Fund for choir training	155,514	2,869			(12,152)	146,231
DF Todd Fund	40,486	744	(300)		(3,152)	37,778
Cathedral Courses Income Fund	3,468	64			(271)	3,261
Ouseley Trust	2,369	44			(185)	2,228
Area funds	11,896	219			(929)	11,186
Pipeline Organ Scholarship	218	4			(17)	205
Oglethorpe Fund for bursaries for young choristers	2,740	51			(214)	2,577
J Thiselton fund for Chorister Training	2,104	39			(164)	1,979
David Willcocks Music Trust Grant	1,577	29			(123)	1,483
The Williams Church Music Trust Grant	2,629	48			(205)	2,472
Kirby Laing Grant		5,046			(195)	4,851
Gladys Mabel Fillary		10,055			(389)	9,666
	500,837	97,927	(66,276)	-	(39,473)	493,015

18. Restricted Funds (continued...)

Restricted Funds - previous year

	Fund B/Fwd	Income	Expenditure	Transfer	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas Development Fund Income	4,720	1,181			384	6,285
Hymns A & M Lectureship Fund Income	10,658	1,318			867	12,843
Harold Smart Fund Income	7,234	551			589	8,374
Hubert Crook and other Bursary Funds	47,900	6,658			3,897	58,455
Wiles Family Bequest income fund	24,121	3,624			1,962	29,707
The Minsall-Jones Income Fund	12,614	2,287			1,026	15,927
Derek Marsden Fund for Education	3,783	686			307	4,776
Regional development in specific areas	1,121	25			92	1,238
Bursaries for Cathedral Courses	19,737	432			1,606	21,775
Bursaries for RSCM study programmes	6,807	149			554	7,510
Liz & Terry Bramall	-	60,000	(60,000)		-	-
The Norman Kirkham Fund for organ scholarships	2,240	49			182	2,471
RSCM Voices general bursaries fund	1,079	24			88	1,191
John Pilling Trust Fund - RSCM Voices	2,332	-		(2,332)	-	-
K Guppy Fund for training/support of boy choristers	50,864	1,114			4,138	56,116
K Guppy Income Fund for training of boy choristers	5,240	115			426	5,781
Parish Organ Scholarships Project	7,697	169			626	8,492
Post-Ordination clergy training project	103	1		(103)	4	5
The Headley Trust bursaries grant for young people	33,437	733			2,720	36,890
PA Mason Memorial Fund for courses	140,957	3,088			11,469	155,514
PA Mason Memorial Income Fund	36,696	804			2,986	40,486
MB MacAuley Fund for choir training	3,144	69			255	3,468
DF Todd Fund	81	-		(81)	-	-
Cathedral Courses Income Fund	2,147	47			175	2,369
The Patrons' Fund 2017	10,783	236			877	11,896
Ouseley Trust	198	4			16	218
Area funds	-	1,500	(1,500)		-	-
To support the Cathedral Organists Association	2,484	54			202	2,740
Pipeline Organ Scholarship	-	2,022			82	2,104
The Praxis Grant for Education	-	1,516			61	1,577
Oglethorpe Fund for bursaries for young choristers	-	2,527			102	2,629
	438,177	90,983	(61,500)	(2,516)	35,693	500,837

In 2021 the charity conducted a review of its restricted funds, and identified that the funds received from the John Piling Trust Fund - RSCM Voices, The Headley Trust bursaries grant for young people and The Patrons' Fund 2017 had been fully expended in a prior accounting period for the intended purpose, but those expenses were accidentally allocated to unrestricted funds in the accounts. As the amounts involved are not material, the fund balances were corrected by a transfer to unrestricted funds.

19. Unrestricted funds

	Fund B/Fwd £	Income £	Expenditure £	Transfer £	Gains & Losses £	Fund C/Fwd £
Designated funds:						
Fixed assets	28,274		(17,455)	17,881		28,700
Area development	8,934					8,934
Fair value reserve	118,763			(100,909)	(15,284)	2,570
Cathedral Organists Association	11,972	10,490	(7,805)	(911)		13,746
General fund	156,027	1,155,847	(1,290,734)	83,939		105,079
	323,970	1,166,337	(1,315,994)	-	(15,284)	159,029

Unrestricted Funds - previous year

	Fund B/Fwd £	Income £	Expenditure £	Transfer £	Gains & Losses £	Fund C/Fwd £
Designated funds:						
Fixed assets	17,516		(10,365)	21,123		28,274
Area development	8,934					8,934
Fair value reserve	92,780				25,983	118,763
Cathedral Organists Association	10,345	6,230	(1,603)	(3,000)		11,972
General fund	293,779	995,704	(1,117,849)	(15,607)		156,027
	423,354	1,001,934	(1,129,817)	2,516	25,983	323,970

As at 31 December 2003, Council created a fund designated to represent fixed assets. Fixed asset additions are
As at 31 December 2010, Council created a fund designated for Area Development. £30,000 was transferred from the general fund to provide underwriting or grant support for Area education and outreach programmes where the necessary funds are not available locally. No grants were paid to areas from this fund in 2022 or 2021.
The Fair value reserve comprises the net revaluation gains on investments held by the charity. In 2022 a transfer was made to agree the accumulated balance on this fund to the gains held within the investment portfolio.
The Cathedral Organists Association is part of the Royal School of Church Music but operates within a separate framework within the overall governance arrangements of the Charity; the trustees take the view that this level of operational independence is best recognised by identifying the funds relating to the Cathedral Organists Association as a designated fund as those funds will be used only for the Association's purposes.
The general fund represents those funds which are unrestricted and not designated for other purposes.

20. Operating lease commitments

At 31 December 2022, the Charity had total commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2022	2021
	£	£
Due within one year	23,958	42,415
Due between one and five years	8,708	32,666
Due in more than five years	-	-
	32,666	75,081

21. Pension Commitments

The charity operates a defined contributions scheme on behalf of its employees. The RSCM contributes a minimum of 5% of each members gross salary into the scheme where the member contributes a minimum of 3% of gross salary. The assets of the scheme are held separately from the charity in a fund administered by Aegon. The annual pension commitment under this scheme is £22,689 (2021: £27,631). No contributions, including employee contributions, were outstanding at the balance sheet date (2021: £NIL).

21. Comparative Statement of Financial Activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2021 £
Income and Endowments from:				
Donations and legacies	218,869	67,500	-	286,369
Income from charitable activities:				
Membership Income	513,583	-	-	513,583
Education & Outreach	15,643	-	-	15,643
Publication sales & royalties	208,283	-	-	208,283
Area teams	9,459	-	-	9,459
				-
Other incoming resources	28,897	-	-	28,897
Investments	7,200	23,483	-	30,683
Total Income	1,001,934	90,983	-	1,092,917
Expenditure on:				
Raising funds	129,677	-	-	129,677
Charitable activities				
Membership Income	259,055	-	-	259,055
Education & Outreach	232,262	61,500	-	293,762
Publication sales & royalties	228,639	-	-	228,639
Area teams	280,184	-	-	280,184
Total expenditure	1,129,817	61,500	-	1,191,317
Net income/(expenditure)	(127,883)	29,483	-	(98,400)
Transfers between funds	2,516	(2,516)	-	-
Net Gains/(losses) on investments	25,983	35,693	51,518	113,194
Net movement in funds	(99,384)	62,660	51,518	14,794
Reconciliation of funds:				
Total funds brought forward	423,354	438,177	424,718	1,286,249
Total funds carried forward	**323,970**	**500,837**	**476,236**	**1,301,043**

THE ROYAL SCHOOL OF CHURCH MUSIC

England & Wales - Charity number 312828

Accounts

THE ROYAL SCHOOL OF CHURCH MUSIC

Report of Council and Accounts

for the year ended

31 December 2021

Founded by Sir Sydney Nicholson in 1927

Registered Charity Number 312828
A Company Limited by Guarantee, Company Registration Number 250031

Registered Office
19 The Close, Salisbury, Wiltshire SP1 2EB

Governing Document
Memorandum and Articles of Association dated 25 July 1930, most recently amended at RSCM's AGM on 18 September 2017

Charitable Objects
The RSCM exists to promote the study, practice and improvement of music and other matters relevant to the conduct of Christian Worship. Our main activities in pursuit of this object are the provision of programmes of education, training courses, resources, publications and advisory services to subscribing individuals, churches, colleges and other bodies, both in house and by working in partnership with other organisations.

Royal Patron
Her Majesty the Queen

Patrons
The Right Revd The Moderator of the General Assembly of the Church of Scotland
His Eminence the Cardinal Archbishop of Westminster
The Revd The Moderator of the Free Churches Group
The Rt Revd and Rt Hon The Lord Carey of Clifton

President
His Grace The Lord Archbishop of Canterbury

Vice-Presidents
The Right Revd David Stancliffe
The Right Revd Nicholas Holtam*
Brian Kay

* Nicholas Holtam's role as Vice-President came to an end on his retirement as Bishop of Salisbury, on 3 July 2021

Council (Trustees and Directors)

1. The Very Reverend Dr John Hall (Chairman)
2. Phil Taylor (Vice Chair)
3. Peter Connor*
4. Brigid Parkin
5. Mary Evans
6. Rev'd Canon Anna Macham
7. Chris Bridges
8. Andrew Morgan
9. Edward Wild
10. Revd Angie Paterson
11. Tansy Castledine
12. Nicholas Riddle
13. John Halsey
14. Margaret Greenwood (joined 15 June 2021, first Council attendance 15 June 2021)
15. Julia Mixter (joined 15 June 2021, first Council attendance 23 September 2021
16. Susan Pope (joined 15 June 2021, first Council attendance 15 June 2021)

* Peter Connor retired from RSCM Council June 2021

Honorary Advisors

1. The Revd Dr Maggi Dawn
2. Trevor Ford
3. The Revd Douglas Galbraith
4. Dr Simon Lindley
5. The Revd Dr Timothy Macquiban
6. The Revd Peter Moger
7. Mr Richard Morrison
8. Patrick Russill
9. Dr John Rutter
10. Professor Peter Toyne
11. Dr Noël Tredinnick
12. Dr Mary Archer

Senior Officers and Managers

Director	Hugh Morris
Deputy Director Operations/Company Secretary	Stephen Mansfield (until 31 July 2021)
Deputy Director Education and Mission Delivery	Sal McDougall
Assistant Director* Operations/Company Secretary	Paul Hedley (joined 2 August 2021)

*Revised Senior Management structure, reflected in amended role title

Advisers

Auditors	Rothmans Audit LLP Avebury House, 6 St Peter Street, Winchester, SO23 8BN
Principal Bankers	Santander, Bootle, Merseyside, L30 4GB
Common Banking	CAF (Charities Aid Foundation), 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4TA
Insurance Brokers	Bridges Insurance Brokers, 61 Northdown Road, Cliftonville, Margate, Kent CT9 2RJ
Investment Managers	Brewin Dolphin, 12 Smithfield Street, London EC1A 9BD
Solicitors	Batt Broadbent, 44 Castle St, Salisbury SP1 3TX
Pensions Administrators	Origen Financial Services Ltd, Infor House, 1 Lakeside Road, Farnborough GU14 6XP

REPORT OF COUNCIL

OUR MISSION AND APPROACH

Our Vision

Enabling the flourishing of church music

Our Mission

The RSCM is an independent UK charity dedicated to supporting, nurturing and sustaining church music. We provide relevant education, training and resources to our members and to the wider church in countries all around the world.

Public Benefit

In pursuing these activities, the Council confirms that it has complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission General Guidance on Public Benefit. In particular, the RSCM's training programmes, publications and associated resources serve to promote the charitable purposes of the advancement of education, religion, arts, culture, heritage or science. We consider that our work is of significant public benefit, not only directly to the individuals, especially children and young people, who are engaged with us, but also, indirectly, to the congregations and communities which they serve.

SPECIAL NOTE - COVID

Despite the great challenges presented by the COVID pandemic for a second successive year, the following report is able to highlight the significant impact and positive role that the RSCM has managed to play in sustaining church music through the most challenging of circumstances.

In comparison with 2020 the RSCM has developed more consistent plans to be able to cope with regular changes to Government guidance. Working arrangements were of course affected, with the office being completely closed or only partially open for long periods of 2021, but we have consciously worked to make the best of hybrid working possibilities. The complete ban on singing also had a profound effect on our own accustomed activities, and on those of all our members; but has led us to continue to innovate and lead with new ideas, resources and support forums.

The difficulties in long-range planning presented by an unstable basic operating environment, have led us to continue to prioritise agility of response. It has presented considerable opportunity, and the RSCM has again been appreciated for its role in supporting (church) music and musicians, particularly relating to the guidance issued; indeed, RSCM played a formative role in that guidance, both on its own and working in partnership.

Our Publishing business has re-established itself on a more even keel, as music in churches has resumed. In line with the general trend for choirs and church music in general resuming in a state that reveals greater fragility than before the pandemic, the numbers associated with publishing sales through 2021 continued to be depressed (though 2022 is a different story); and the number of people attending RSCM courses and events is also lower than pre-2020. The balancing of online and in-person training activity continues to be kept under review and will take several years to fully stabilise. This presents a new set of challenges which require fresh, innovative and brave thinking and decision making to ensure that the RSCM continues as the relevant, go-to centre for support, resource, input and stimulus. RSCM is not afraid to be brave in that thinking.

The successful harnessing of technology is helping to make this possible, including effective new resources such as the new online RSCM Hub; and moving away from old, server-based file storage to fully cloud-based IT systems has ensured complete integration of hybrid working arrangements. This has in turn allowed RSCM to adopt a collaborative approach with all staff to establish best practice work patterns and routines; and tribute should again be paid to the dedication of the staff team as a whole.

EDUCATION

2021 was another challenging year for RSCM Education with its work continuing to be heavily impacted by the COVID pandemic. Nonetheless, there were many positives in the year, including the launch of a new way of approaching RSCM Education with the introduction of our Education Plan.

The Education Plan includes a menu of learning and development sessions covering six strands of our educational work: choral, congregational, instrumental, ministerial, organ and schools. Alongside the launch of the plan, we also began the process of recruiting a cohort of RSCM tutors who will deliver Education Menu sessions across the UK and Ireland, initially at the invitation of RSCM Area Teams.

Although our planned resumption of in-person courses in the summer of 2021 turned out not to be possible because of continuing government restrictions, we continued to offer courses and other educational opportunities online. In February and March, we ran an online course for adults for Holy Week and Easter based on the RSCM's resource, *The Way of the Cross*, which attracted over 100 people from three continents.

The Millennium Youth Choir's programme was adapted for the same COVID related reasons, and the choir met online during the year and then in person, first for a rehearsal day in

Wolverhampton in August, then in Peterborough Cathedral in October for a service and reception to celebrate the choir's 21st anniversary. Current members were joined by choir alumni and several former choir staff to mark the occasion. Our Intermediate Millennium Youth Choir, formed in 2019, met online for a rehearsal day in April.

The continuation of restrictions on singing together also affected our adult choirs, none of whom were unable to resume their pre-pandemic schedules at the start of the year. The directors of Northern Cathedral Singers, Voices West, Voices South and Scottish Voices continued their excellent work in keeping singers engaged through periodic rehearsal and singing sessions online. Voices South gathered for an in-person event in July; Scottish Voices resumed in-person events in October.

RSCM Education continued to be active in the world of webinars in 2021, albeit at a reduced rate compared with 2020. Topics continued to be wide ranging in their scope and to provide topical content to support our membership respond to the constantly changing challenges of the year.

The Organ Scholar Survival Kit, a course specifically aimed at preparing those about to start cathedral organ scholarships, was not offered in 2021. Take up for the course had diminished significantly in 2020 and indications were that this would again have been the case had we run it in 2021.

Music for Mission and Ministry, our residential course for clergy and worship leaders, was again offered online in its lightly modified version in 2021 and attracted seven participants. We also ran a five-week online course for church leaders exploring our *Inspiring Music in Worship* programme early in the year, attended by eight people.

Hymnpact!®

During the year we formed a partnership with *Let's Go Sing* to co-create a new product. *Hymnpact!* is a new resource providing high quality, flexible hymns and songs for use in schools and churches. *Hymnpact!* will be launched in 2022 and will be available by subscription from the RSCM website.

RSCM Programmes of study

Voice for Life®

Thousands of choristers undertake the Voice for Life scheme devised and published by the RSCM, in the UK and around the world. In a structured and rewarded environment, and with many hours of tuition from church musicians, it helps choristers improve their singing, musicianship and contextual knowledge. For those who wish for validation of their work beyond the parish or school, RSCM conducts Voice for Life Singing Awards at three levels: Bronze, Silver and Gold. In 2019, RSCM made 452 such awards across the three levels. In 2020,

the effect of the pandemic had a significant impact on our ability to offer award sessions as well as on the ability of candidates to prepare. This resulted in the number of awards dropping to 114. In 2021, having introduced online award sessions as a means of assessing candidates towards the end of the previous year, 120 awards were made (33 online; 87 in person).

A full revision of the awards, begun in 2019, was completed in 2021. This resulted in a new, streamlined syllabus with clearer progression through the three levels, and a new online application process. The examiner panel was also refreshed and retrained.

Church Music Skills

This distance-learning course includes strands for organists, choir trainers, cantors and music group leaders, as well as general programmes entitled "Worship and ministry" and "Church music in practice". 15 students were registered on the Church Music Skills programme during 2021 (compared to 21 in 2020).

Pipeline Organ Scholarships

Pipeline represents a three-way partnership between church, family, and the RSCM, with a focus on producing liturgical organists who commit to playing regularly for church services. Ongoing scholarships came to their conclusion during 2021 but no new placements were introduced, pending a review of the programme post-pandemic.

RSCM Hub

The RSCM Hub, a Moodle-based platform, became live in 2021 and is already proving an asset to RSCM Education, offering as it does a natural home for the developing Education Menu, training resources for the Tutor Network and information for Singing Award examiners. Work began at the end of 2021 to move Church Music Skills onto the Hub, which will provide a better teaching and learning experience once completed.

PUBLISHING

RSCM Press provides three principal types of publication: educational and training material; liturgical and musical resources; and Membership Magazines. These benefit and support both RSCM affiliated churches who can purchase at a discount, and also the wider needs of church musicians.

New Publications

Due to the continued effects of COVID on sales, new publishing in 2021 was kept to a minimum. A marked improvement on sales from September onwards enabled us to consider publishing in 2022 with increased confidence.

One of the outstanding publications of 2021 was a mass setting written during the lockdown at the beginning of the year when Cantors could sing the sung parts of the Communion Service. *The Kilcreggan Mass* by Peter Nardone provides for both Cantors and also, when allowed, choral parts. Eventually, when congregations were allowed to sing again, the hope was that they will have absorbed this tuneful mass setting and will feel able to join in. The Digital Download provides music for the congregation, Full SATB Choir (or Unison Choir with descant) and Instrumental parts with two parts for C and B flat instruments, trumpet and cello/bass. There are now over 100 churches using the setting on a regular basis.

As choirs slowly returned to singing in churches in time for Christmas, many of them had significantly reduced numbers of singers, so the *RSCM Carols for Sopranos Altos and Unison Lower Voices,* published in 2020, proved again to be ideal in early post-covid times. Total sales for the two years of this book are now over £8,000.

RSCM's organ music catalogue continued to grow in 2021 as more organists were able to return to their lofts. We joined with the Royal College of Organists to publish the winners of a composition competition they ran in 2020: Under 25's *Festive Toccata* by James Mitchell, a quite remarkable piece from such a young composer, over 25's *Who alone is good* by Paul Trepte and the runner-up *Passacaglia and Fugue* by David Halls. We also collaborated with the Berkshire Organists' Association in a commission to mark their 100th anniversary: *Fantasia on Sumer is icumen in* by Ghislaine Reece-Trapp.

Magazines

Church Music Quarterly (CMQ) and *Sunday by Sunday* (SbyS) remain valued and valuable membership benefits. CMQ is a means of disseminating information about new projects in depth (most recently the Education Plan and Menu), as well as being an outlet for showcasing the RSCM's work on the ground. It provides members with information about local events and it is filled with articles designed to cover a broad spectrum of topics, including: clerical matters, practical advice for musicians, and articles of a historical nature. Notable articles of 2021 have included an organ masterclass on music for Holy Week, an interview with Songs of Praise presenter Laura Wright, advice for looking after young voices, the introduction and impact of girl choristers 30 years ago, and an interview with Kristyn and Keith Getty.

Sunday by Sunday combines RSCM's liturgy planner, indispensable for many, with training articles and printed music reviews, and is supported by a team of specialist contributors. This year, it has included special features on Harvest, Climate change, Mothering Sunday, repertoire by female composers, Music Sunday and Mother Julian of Norwich. We have also had comments written by some outstanding theologians including Bishop Paul Ferguson, Dr Cally Hammond (Dean of Gonville and Caius), Canon Dr Robert Titley, and Revd Andrew Hammond (Chaplain of St John's College, Cambridge). Both CMQ and *Sunday by Sunday* are available to

download by RSCM members from the RSCM web-shop, with the magazine also available on the website for wider congregation members.

Web-Shop

The Web-Shop sales have increased as a proportion of monthly sales to approx. 70%. We have continued to make refinements, especially to the checking-out procedure which enables orders for downloads to be achieved in a minimum number of clicks.

MEMBERSHIP

At 31 December 2021, RSCM's membership in the UK and abroad (but excluding RSCM America, RSCM Australia, RSCM Canada, RSCM New Zealand and RSCM South Africa, which have their own legally constituted RSCM charities) comprised:

Affiliates:	3098	*(* 3429) (Affiliate is the RSCM term for a member, affiliated church)*
Individuals:	1056	*(* 1187)*
Students:	32	*(* 32)*

** 2020 figures are shown in brackets after the 2021 figures*

RSCM Membership has continued the long-term steady downward trend through 2021. The total figures and trend line do not give a complete picture, however. Membership is not static: there were 405 cancellations but also 128 new memberships during the year.

Membership is a vital part of the RSCM; supporting Members is a key element to the RSCM's work. There has been an intentional change of focus during the year to make the communications directed at Membership more relational and less transactional. Members are encouraged to keep details updated online; there will be enormous advancement next year once the new CRM system is implemented. Support for our Membership, especially related to COVID guidance, has been appreciated. We continue to respond to queries and enquiries from affiliate and individual members on a broad range of topics and subjects.

During 2021, Area Teams have been encouraged to connect more directly with the membership within their Areas, and a new programme of member support events has been initiated. In some cases, these have been held online; this is of particular value for Areas such as Scotland where the geographical spread of the membership is significant.

We are alert to the tightening of finances at parish level and the vulnerability to membership subscriptions this reveals. A new strategy for supporting and growing our membership, together with a re-consideration of membership categories and benefits, will be developed in 2022.

DEVELOPMENT

How the RSCM raises voluntary income

NB All auditable charities that raise funds from the public must provide the following information in their trustees' annual report for financial years beginning on or after 1 November 2016:

- *the fundraising approach taken by the charity, or by anyone acting on its behalf, and whether a professional fundraiser or commercial participator carried out any fundraising activities*
- *details of any fundraising standards or scheme for fundraising regulation that the charity has voluntarily subscribed to*
- *details of any fundraising standards or scheme for fundraising regulation that any person acting on behalf of the charity has voluntarily subscribed to*
- *details of any failure by the charity, or by any person acting on its behalf, to comply with fundraising standards or scheme for fundraising regulation that the charity or the person acting on its behalf has voluntarily subscribed to*
- *whether the charity monitored the fundraising activities of any person acting on its behalf and, if so, how it did so*
- *the number of complaints received by the charity, or by a person acting on its behalf for the purposes of fundraising, about fundraising activity*
- *what the charity has done to protect vulnerable people and other members of the public from behaviour which:*
    - *is an unreasonable intrusion on a person's privacy*
    - *is unreasonably persistent*
    - *places undue pressure on a person to give money or other property*

The RSCM appeals for donations directly to its members and existing supporters (by post, and by electronic communication). The RSCM also receives income both directly and through various online giving websites.

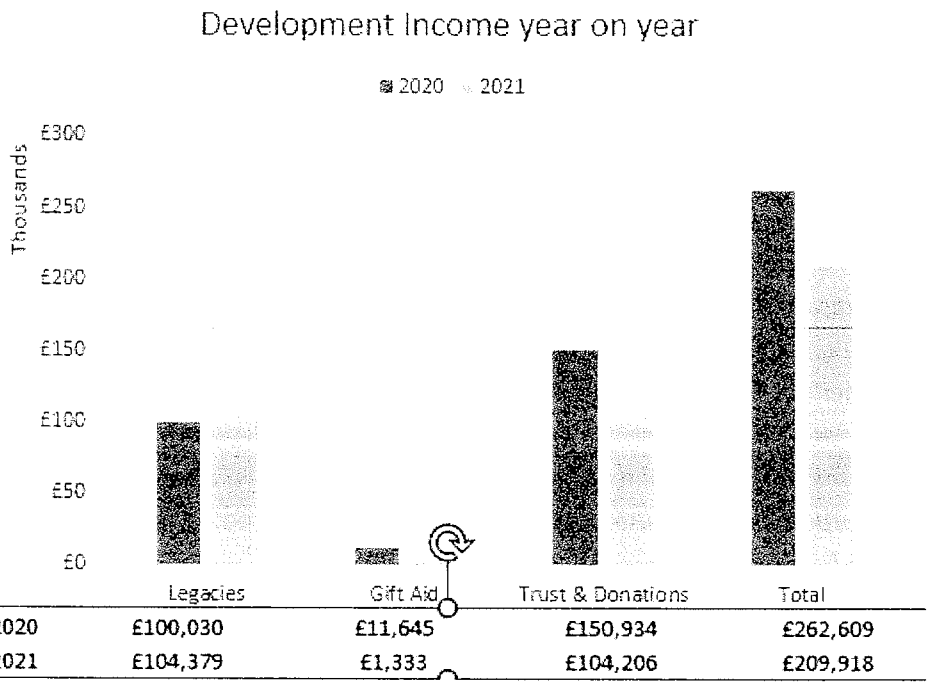
Fundraising is carried out by RSCM staff and volunteers; a more regular pattern of activity has become possible once again through 2021 and now into 2022.

In 2021, we continued to make use of an external consultant to further our development work, working to a specific brief and under the oversight of the RSCM Director. There were no complaints received during 2021 about RSCM fundraising activity. The RSCM protects the privacy of its donors by not sharing any of its data with third parties, except where it is necessary for carrying out its legitimate operations and complies with relevant data protection laws. The RSCM appeals to an individual at most twice in one year and all such appeals are made under the direction of the Director of the RSCM who is responsible for Development.

2021 Voluntary income

In 2021 individuals, churches, and grant-giving bodies and trusts donated £104,206, (a fall of just over £46,728 on 2020) to support the charitable work of the RSCM. By gift aiding their donations, our supporters contributed a further £1,333 in 2021 (the gift aid claim was delayed until early 2022). In addition, we also received legacies in 2021 totalling £104,379.

Graphed:



The ongoing effects of the pandemic meant that digital, online presence continued to play a major part in our output through 2021. For a second successive Easter, we supplied online service content, this time resourced by our *Way of the Cross* online course.

Lunchtime lectures continued in the first part of 2021; the donation 'ask' within these led to a moderate but profitable source of income. Our first Annual Lecture took place in July – a benefit to some tiers of the Friends scheme, but open to a wider audience. This took place in a hybrid format, with significantly more viewers online than in person in Salisbury.

Music Sunday was, as 2020, marked with a central RSCM online service, this time streamed from Lichfield Cathedral. A connection with the Self Isolation Choir (now renamed Choir of the Earth) meant that the anthem, which was a new composition arising from a competition run by RSCM in early 2021, was sung by several hundred singers in the broadcast; hundreds more joined in live online using the downloadable music packs.

A new initiative for 2021 was International Chorister Day. It was partly devised as a relational development initiative, helping to position RSCM as a leading advocate for the value of church

music, and the musical education that being a chorister (at all levels) can provide. The interactive social media 'wall' on the webpage enabled churches and cathedrals to actively demonstrate their engagement and involvement with the initiative. RSCM directly hosted a number of Be a Chorister days in partnership with local churches on a regional basis across the UK.

The delayed celebration of the Millennium Youth Choir did take place in October 2021, transferred to Peterborough Cathedral. This offered an opportunity to welcome former members from across the previous 21 years of the choir's existence to take part in the celebration service. The occasion did demonstrate both the depth of RSCM's impact on the lives of those it works with, and the potential for fostering ongoing relationships which potentially lead to philanthropy.

An evening in partnership with the Elgar Society, a lecture by Nicholas Cleobury looking at orchestration of Bach's organ works, enabled us to host a London event for invited guests; and this provides a template which we will be able to repeat. Similarly, a showcase evening held in St George's Church, Hanover Square, provided a platform for us to engage directly with a wide range of supporters and representatives from other organisations. It also provided a first opportunity for a demonstration of our new *Hymnpact!* resource which was notably well received.

The planned focus for 2021 had been on arranging a number of meetings to which potential financial supporters could be invited; but the ongoing COVID restrictions made the planning of these events too difficult; the events as listed above acted as their replacement.

Legacy income

Income from gifts in wills continues to provide a significant, if unpredictable, income stream. In 2021 RSCM received £104,379 of which none represented restricted funds. In addition, the RSCM was in receipt of various donations in memoriam totalling £1,910 of which £505 was restricted.

Grants

The value of grants received in 2021 is £66,600. This represents a increase on 2020 of £600. We are deeply grateful to the Liz and Terry Bramall Foundation for their ongoing support and to all the Trusts and Foundations that have supported us during the year either with grants or donations.

These include:

- David Willcocks Music Trust, The
- Donald Byford Charitable Trust, The
- G. F. Eyre Charitable Trust, The
- G. M Morrison Charitable Trust, The

- Miss Kathleen Beryl Sleigh Charitable Trust, The
- Praxis*
- Williams Church Music Trust, The

* The grant from Praxis came to an end with the final payment in March 2021 as the role of Head of Ministerial Training was discontinued.

RSCM also benefitted from the Government's KickStart scheme, with a fully-funded 6-month post providing welcome additional staff support for the education department from October 2021 to March 2022.

Finally, the RSCM is grateful for the support of Wiltshire County Council which has provided several grants to support the business recovery; in 2021 the RSCM received £22,400.

COMMUNICATIONS AND MARKETING

One of the main communication messages throughout 2021 has been how we can continue to be seen as relevant, not only to our existing Members, but also to new audiences who have become aware of us through our activities during 2020. This is a key area of focus.

The digital landscape has now changed completely in comparison with pre-COVID. As a result the way in which we continue to actively demonstrate, engage and communicate with existing Members and new audiences continues to significantly develop, adapt and change.

In addition to day-to-day marketing activities to support the breadth of events, courses, activities and publications, key marketing projects to support our strategic goals focussed on:

Social Media Development

Social media engagement continued to significantly improve month on month throughout 2021. We converted a significant amount of new 'followers' to our Facebook and Twitter platforms. In October our Facebook reach[1] was 17,351 (4,862 of which was paid for reach). October's top post had a 6.1K reach.

The challenge remains to keep the momentum and audience captive with new engaging content and 'convert' followers into Members and Supporters of the RSCM. Work continues to create and implement our social media strategy which will feed into the 2022 Strategic Plan.

[1] the number of unique users who saw our post.

Throughout 2021 we were also retweeting more (relevant) content from young people to help with engagement of a younger audience. In addition to this we noticed a significant increase in followers who are tagging us and engaging with us.

Brand Development Group (marketing group with Council and senior management representation)

Marketing continued to lead the thinking on the Brand Development Group that meets once a quarter. Various work streams throughout 2021 included:

- Improving signage across the website and web-shop to increase traffic/sales
- Identifying key audiences and 'personas' to reflect key audiences to use in onward marketing and communications
- Maximising opportunities and content across the charity to increase engagement

VOLUNTARY NETWORKS

Implementation of the new Voluntary Areas Terms of Reference began in January 2021. The key principles of the revision were to enable effective delivery of the RSCM's mission at local level, ensuring an even geographical spread and inclusion of the full range of our strands of learning, as well as enhanced connection to our membership.

As part of this revisioning of our work at local level, the boundaries of some areas in England were adjusted to align more closely with the Church of England's diocesan structure. Our local work is now focussed on 48 Areas: 42 in England, four in Wales, and one each in Ireland and Scotland. Each Area is overseen by a Regional Manager, working closely with the Deputy Director (Education & Mission Delivery) and the Voluntary Administration Manager.

RSCM trustees, who are themselves volunteers, continue to be enormously grateful for the dedication and hard work of the hundreds of local volunteers who enable our mission at local level. In the formation of our new Area Teams, our Regional Managers have carried out a major recruitment drive, and a significant amount of work has been done to ensure a blend of continuing experience and wisdom mixed with new energy and fresh approaches. Wherever they are, our volunteers contribute significantly to RSCM's local outreach and events, provision for members and non-members, and therefore charitable benefit in the field of church music. Our volunteers share the responsibility for keeping the organisation safe and legally compliant, and during the revisioning a significant amount of work was done to create bespoke policies to improve our support for volunteers in these areas.

Support structure

The new Regional Managers provided improved support for volunteers, with regular regional online meetings taking place. In addition, online meetings were held for Area Team Leaders and Diocesan Representatives with either the Director or Deputy Director (Education & Mission Delivery). Induction sessions/meetings were held for Safeguarding Co-ordinators, Area Treasurers and Area Secretaries with relevant RSCM staff. Further support sessions are planned for 2022.

Local activity

The effect of the COVID pandemic on our local work is most obviously seen in the impact this had on events organised by local areas. A blend of approximately 50 in person and virtual events took place during 2021. In the Autumn of 2021, the Director started visiting all 48 of the RSCM Area Teams in turn, with the rest of his visits planned for Spring 2022. This was an opportunity for members to meet the Director, along with members of the local Volunteer Team, and to hear directly about current and future exciting plans for the RSCM's work, including how we will be more actively supporting all our members.

RSCM Awards for Life

Awards exam sessions were similarly directly affected. More details of this are in the Education section of this document.

Volunteer Conference

It had been intended to hold local volunteer conferences in 2021 but due to Covid restrictions we were unable to go ahead with these.

Managing risk

A resource Hub for RSCM volunteers was successfully launched, and updated policies and procedures are available to volunteers. Regular safeguarding induction sessions were held for Safeguarding Co-ordinators. Safeguarding at local events and exam sessions remains a risk, and staff continue to assess our practice to make every effort to ensure compliance is met locally.

INTERNATIONAL PARTNER ORGANISATIONS

RSCM has franchise agreements in place with five International Partners (Australia, Canada, New Zealand, South Africa, USA). During 2021, the Presidents of each of the Partners have met with the RSCM Director a number of times in video calls, and this provides a useful forum for mutual support and understanding, not least because of the continuing effects of the pandemic.

The rapid advancement and widespread adoption of new technologies has very much helped to bring our International Partners into a closer relationship with RSCM UK. We had a range of international participants in our course which provided music for online services for Holy Week 2021: The Way of the Cross. Our periodic topical webinars are also open to our membership worldwide, as are our lunchtime lectures which we know from feedback are appreciated globally.

Our new syllabus for Singing Awards, which launched in September, was designed to be applicable internationally, and includes repertoire selections made in consultation with our international partners.

For travel restriction reasons, the attendee list for the presentation of Honorary Awards at Celebration Day, held in Durham in October, did not include our international honorands in person; we look forward to this being a more inclusive celebration once again in future years.

The complexities of shipping our membership magazines to all corners of the globe are substantial, and extensive work has taken place during 2021 both to track the entire process, and to look at the best future options for effective distribution. There is a vulnerability to shipments being lost at national level which it is difficult to address from the UK since we know that they leave the UK correctly.

International shipment also presents issues for purchases from our RSCM Web-shop; further work has occurred during 2021 to increase the range of materials that are available in digital download formats, which allows for local printing.

There were no international visits by the Director in 2021 but these are now scheduled to begin from May 2022 (USA), with other countries to follow.

Many of our new initiatives for 2022 and beyond, including the online Evensong course for RSCM Music Sunday, our anthem for the Queen's Platinum Jubilee, and Voice for Life Digital, are intended to be openly and inclusively accessible to our worldwide membership.

CELEBRATION DAY AND HONORARY AWARDS

In 2021 Celebration Day was held in Durham Cathedral. We were delighted to premiere Bob Chilcott's new piece, *The Song of Harvest*, with the Cathedral Choir, the choirs of Hexham Abbey and St George's Church, Cullercoats, as well as a group of enthusiastic singers who signed up to rehearse with Bob on the day. Due to Covid we were unable to welcome as many honorands as we had hoped, but we were pleased to present awards to those who were able to travel.

Certificates for Honorary Awards were presented by the Very Reverend Dr John Hall, KCVO, Chair of the RSCM Council.

In 2021 the RSCM Council made honorary awards to the following people who have made a significant contribution to church music or liturgy internationally, nationally or locally, or in particular to RSCM work, in relation to its published criteria:

FRSCM (Fellow of the Royal School of Church Music)

Denis Bédard

Andrew Lumsden

John Morehen

David Price

ARSCM (Associate of the Royal School of Church Music)

Roy Benjamin

Bert Landman

Christopher Slater

Jenny Yates

HonRSCM (Honorary Member of the Royal School of Church Music)

Peter Connor

Certificate of Special Service

Joan Clayton

Barry Gibbs

Michael Halls

Ray Harlow

John Hughes

David Jaques

Nicholas King

Brian Millar

David Oldfield

George Peebles

George Roberts

OPERATIONS, FINANCE, STRATEGY AND GOVERNANCE

Financial Review

The ongoing effects of the COVID pandemic have continued to be significant across the 2021 financial year, and have impacted on all areas of the RSCM's operations. It has been difficult or impossible to run 'in person' events, and for much of the year, restrictions on singing had a major effect on activity and publishing. As a result, the financial out-turn on the year is a significant deficit, despite rigorous cost control, and significant staff savings due to a redundancy programme early in the year.

Work has continued (though hampered by staffing changes) towards the replacement of the ageing CRM system, and this will be rolled out in 2022. The potential gains, both in terms of organisational time and efficiency, and in the potential direct impact of the new system are significant and will enable active usage of our data in ways that have not been possible up to now. This will allow us to better serve our members, and to communicate much more effectively with those in our wider circle. There will be significant investment in this platform over the coming period, and we are confident that such expenditure will pay dividends over time.

The unrestricted income associated with membership subscriptions continues to decline, partly as a result of factors external to the membership offer – financial pressures across the economy, and significant financial and organisational changes in the Church of England. The question of how the charity nurtures and develops its membership, and thus increases this important source of income, remains under active consideration, and a Membership development group is working on this, to report in 2022. There is a need to grow income streams, especially where they deliver both unrestricted and long-run, predictable incomes, and substantial applications to charitable trusts are in train to support the ongoing missional work of the charity.

Structured and carefully evidenced pricing strategy remains a key piece of ongoing work, whether relating to membership subscriptions, courses, events, or our various publishing offerings. Understanding what 'value' means to RSCM's beneficiaries is more important than ever, in a world of declining disposable income for both individuals and for member-churches. Any charity whose own view of 'value' differs from that of its beneficiaries is likely to feel the effect of that misalignment in its income stream. RSCM is no exception.

Investment policy

In a turbulent market, and with all the volatility of the Brexit and COVID uncertainties, the relationship with Brewin Dolphin has continued to deliver returns that have been satisfactory. Careful management will continue to be needed in the light of continuing market volatilities. Brewin Dolphin have presented to Council and been questioned on elements of the investment approach, particularly in relation to ethical investing, and open channels of communication are actively maintained to ensure transparency and ongoing investment performance.

Reserves policy

With the investment agendas above, and elsewhere in this report, we increasingly seek to maintain a long-term mind-set, able to manage the flow of longer-run projects and programmes with a less volatile and short-term approach to reserves management. The reserves policy remains relevant to revenue and capital management, providing for either income under-runs or expenditure over-runs in any or all the key areas: Membership Income, Publishing, Education, Voluntary Income, and Investment Income.

We continue to work on a closer and clearer alignment of how restricted reserves are invested in the missional activity related to the restriction. This honours the missional desires of those supporters who have given funds to RSCM with specific intentions and instructions in their own mind. The goal is to limit deployment of unrestricted reserves to those areas of spend that can be served only from unrestricted, and from nowhere else.

Total reserves amount to **£1,301,043** of which **£476,236** is held in endowment funds and **£500,837** in restricted funds. Of the unrestricted funds, **£28,274** is designated to represent the amount of funds tied up in fixed assets, **£8,934** is designated for the development of local voluntary educational activity, and **£118,763** represents revaluation gains on investments. **£11,972** of funds are designated to the Cathedral Organists Association.

The General Fund, or 'free reserves', stands at **£156,027**, which is significantly below the charity's free reserves target of **£293,000**, primarily as a result of the challenges of the last two years. It is the charity's strong intention, as soon as possible, to recharge this fund to protect the charity from future similar challenges.

Risk assessment

The Risk Register is updated and reviewed by the Finance and Audit Committee on behalf of Council. Managing down of key risks, measured on a quantitative basis that looks at severity, probability and predictability taken in combination, has continued.

Areas assessed include:

- Safeguarding (detail – see next section)
- Fraud
- Financial collapse of key income streams
- Strategic IT risks
- Major PR/media failures
- Unforeseen multiple losses of Council or senior management team-members

Mitigating actions are identified and classified. The resultant levels of residual risk are calculated.

Risk registers are also maintained in terms of our various service-providers, our partnering relationships elsewhere, and with respect to the various overseas local bodies who are permitted to use the RSCM brand in USA, Canada, New Zealand, South Africa and Australia.

SAFEGUARDING

This has continued to be a busy time for the Safeguarding team. Another change in the administrative staff role during the year presented some challenges as the team was one member short for the recruitment period and whilst the new member was inducted. The Team is now fully staffed.

The pandemic has continued to create challenges and opportunities as we have explored how to continue to develop the benefits of online or hybrid working as lockdown lifted. This is a continually changing arena as both our provision and the best practice in safeguarding develop.

There has been an emphasis on developing a culture of safeguarding throughout the RSCM – ensuring all staff understand their responsibility for safeguarding.

The Team – and other office staff - have made effective use of training and awareness offered by several external organisations (e.g. Charity Commission, SCIE courses) and this has helped to inform and assess our practice.

We continue to embed best safeguarding practice and policies throughout the life of the RSCM and all areas of work.

All recruitment to posts – both employed and voluntary - has followed safer recruitment practice and all safeguarding checks and training requirements have been met.

There has continued to be development of effective working relationships with the Church of England and other denominations. This enables both proactive and reactive working if safeguarding situations occur.

The Team continues to benefit from and are grateful for the engagement of two Council members in the Safeguarding Co-ordinating Group which provides support as well as scrutiny and accountability for the work of the Team. They are also champions for safeguarding within the wider Council and ensuring that safeguarding is on every Council agenda.

GOVERNANCE

The Strategic Plan, completed in March 2019, continued to underpin the planning work through 2021. It has been regularly monitored by both Council and its Finance and Audit Committee.

The outgoing Plan contained the following:

Our vision is: A Church drawn closer to God through music

Our mission: The Christian faith underpins everything we do; and as the Heart and Home of church music, the RSCM promotes "the study, practice and improvement of music and other matters relevant to the conduct of Christian worship."

The new strategic plan, covering the period 2022-2027, now supersedes it. It recognises significant progress the charity has made over the last few years, and now aims to have a consistent framework to guide the charity towards and through the 2027 Centenary.

The new Strategic Plan positions the RSCM as:

Enabling the flourishing of church music
Celebrating our past
Encouraging and resourcing the present
Inspiring the future

It is based on the following **Missional Values:**

The RSCM is an independent UK charity dedicated to supporting, nurturing and sustaining church music. We provide relevant education, training and resources to our members and to the wider church in countries all around the world.

- We work to improve the study and standard of music in Christian worship.
- We advocate music as a missional tool for church growth.
- Our work is underpinned by our Christian faith. We value each person as bearing the image of God and as a being who should be protected from harm.
- We strive to broaden the church music landscape, to make it more inclusive and more active.

Our vision for the future

In 2027, the RSCM will celebrate its Centenary. This will be a good opportunity to celebrate the rich heritage of church music and to remember the RSCM's positive role in shaping that history over the past one hundred years. It will also be a good opportunity to reflect upon our core values. We must redouble our efforts to encourage the church to recognise the power of music as an agent for growth. We must encourage and support churches to make the most of the musical resources they have and to be ambitious about their music making. Perhaps above all, we must ensure the future flourishing of church music by inspiring young people.

Strategic Priorities

1. Encouraging the development of church music and musicians

A comprehensive programme of education

Part of our mission is to improve the study and standard of music in Christian worship. This requires the RSCM to function as an educator and to train current and future generations of church musicians. We have a mandate to provide a coherent, comprehensive educational offering that is relevant to the church, to our members and to all those whom we serve, regardless of age or ability. This must include positive engagement with young people as we enable them to begin a lifelong encounter with church music.

2. Bringing people closer to God through music

The provision of high quality and relevant support

We will motivate churches to align with our aims and values. Our resources encourage our members and the wider church to view music as a tool for mission and growth. If church music is to flourish in the future, it is essential that we introduce more children and young people to the joy of singing in church.

3. Promoting music in worship and excellence in music

Advocacy and engagement in the wider world

The RSCM promotes the value of church music in the wider world. We are advocates in a range of spheres, working with appropriate partner organisations and in relevant public forums. We build upon the rich heritage of church music, while celebrating the diversity found within the contemporary landscape. We ask what the wider world can bring to church music, and what sacred music can bring to the life of the church and society in general.

A business plan informs the planning of senior management, together with Council, and is further supported by detailed project plans which allow new work to be planned and delivered effectively, focused on achieving impact.

Council and Honorary Advisors

Full principles for the organisation structure of the RSCM are contained within the charity's governance document. The Charity is overseen by a Council of trustees. Decisions are taken by Council or by staff on such delegated terms as Council approves. Generally, strategic decisions are taken by Council, and the day to day management of the charity is delegated by Council to the Director and his Deputy and Assistant Director colleagues who are considered key management.

The members of Council are the Trustees of the charitable assets and activities of the Company and are the Directors of the Company for the purposes of Company Law. The number of Council members is now limited to sixteen, and Members of Council are recruited with a view to Council's overall balance of skills and interests. New members of Council are supplied with an induction pack, including among other items the Charity Commission's The Essential Trustee, the RSCM's Memorandum and Articles of Association, and the current business plan and published accounts, and are informally briefed by the Chair with regard to the requirements of the role. All Council members are kept informed as to key governance-related issues by the Secretary to Council. Budget provision is made for ongoing training for all members of Council.

The Council and staff have access to Honorary Advisors who are available to support decision making at Council level.

Smaller *ad hoc* working groups consisting of appropriately skilled members of Council and Senior Officers are formed to consider specific issues in preparation for Council meetings. In 2020, these included the Finance and Audit Committee, an IT Steering Group, Publishing Group, Brand Development and Marketing group, Safeguarding Group, and Development Committee. There are also a staff-Council links for Education and for Membership.

Members of Council are covered by the RSCM's indemnity insurance, subject to normal exclusions, in the event of a personal liability arising to them in their capacity as Trustees of the Charity. This cover is provided as part of a combined insurance policy and the amount of the premium applicable to Trustees' indemnity cannot be quantified.

All trustees give of their time freely and received no remuneration during the year. Summary details of any incidental expenses claimed during the year are documented elsewhere in note 7 to these accounts.

Senior staff remuneration (the Director, and the Deputy and Assistant Directors) is reviewed annually as part of, and commensurately with, any annual salary review for all payroll staff. Some account may sometimes be taken of recognised indices such as RPI and CPI in determining any such general annual review, but any percentage increase for staff, including the three senior posts, will be determined at least as much by projected affordability, as by reference to any such published or otherwise recognised index.

Audit Information

So far as each of the directors at the time the Report of Council is approved is aware:

a) there is no relevant information of which the auditors are unaware; and

b) they have taken all relevant steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Statement of Council Responsibilities

Council (who are also directors of the Royal School of Church Music for the purposes of company law) are responsible for preparing the Report of the Council and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

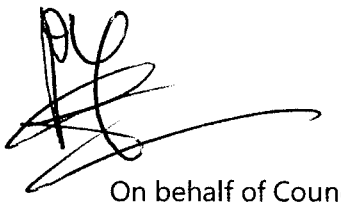
Company law requires Council to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and of the outgoing resources and application of resources, including the income and expenditure, of the

charitable company for that period. In preparing these financial statements, Council are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

Council are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Council's report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.



On behalf of Council
Phil Taylor
Vice chair of Council

23rd June 2022

Opinion
We have audited the financial statements of The Royal School of Church Music (the "Charity") for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 December 2021 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information
The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Directors' Report and take advantage of the small companies exemption from the requirement to prepare a Strategic Report.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit, in respect to fraud, are to identify and assess the risks of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

In identifying and assessing risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures include the following:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and those laws and regulations that had a direct effect on the financial statements through discussions with trustees and management. The key laws considered are FRS102, the Charities Act and the Companies Act 2006.
- We understood how the company is complying with those frameworks by making enquires of management and we corroborated our enquiries by reviewing Board minutes.
- We assessed the susceptibility of the company's financial statements to material misstatement, including how fraud might occur, by making enquiries of management as to where they considered there was a succeptibilty to fraud, their knowledge of actual, suspected and alleged fraud and by considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations and we have evaluated opportunities for fraudulent manipulation of the financial statements including management override.
- Based on this understanding we designed our audit procedures to identify non-compliance with the laws and regulations identified above, which included, but were not limited to, identifying and testing journal entries made during the year and at the year-end and agreeing financial statement disclosure to underlying supporting documentation.

There are inherent limitations in the audit procedures described above, and there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

Use of our report

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

S A Sullivan FCA

Susan Sullivan FCA (Senior Statutory Auditor)
For and on behalf of Rothmans Audit LLP
Chartered Accountants & Statutory Auditors
Avebury House
6 St Peter Street
Winchester
Hampshire
SO23 8BN

Date: 19th July 2022

The Royal School of Church Music
(Company No:00250031)
Statement of Financial Activities (including the Income and Expenditure Account)
For the year ended 31 December 2021

		Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2021 £	Total Funds 2020 £
Income and Endowments from:						
Donations and legacies	2a	218,869	67,500	-	286,369	262,609
Income from charitable activities:						
Membership Income		513,583	-	-	513,583	539,221
Education & Outreach		15,643	-	-	15,643	15,449
Publication sales & royalties		208,283	-	-	208,283	203,662
Area committees		9,459	-	-	9,459	22,255
Investment Income	2b	7,200	23,483	-	30,683	29,005
Other Income	2c	28,897	-	-	28,897	27,455
Total Income		1,001,934	90,983	-	1,092,917	1,099,656
Expenditure on:						
Raising funds	3	129,677	-	-	129,677	105,280
Charitable activities						
Membership services	3	259,055	-	-	259,055	259,932
Education & Outreach	3	232,262	61,500	-	293,762	314,559
Publications	3	228,639	-	-	228,639	335,347
Area committees	3	280,184	-	-	280,184	267,609
Total expenditure		1,129,817	61,500	-	1,191,317	1,282,727
Net income/(expenditure)		(127,883)	29,483	-	(98,400)	(183,071)
Transfers between funds		2,516	(2,516)	-	-	-
Net Gains/(losses) on investments	10	25,983	35,693	51,518	113,194	11,508
Net movement in funds		(99,384)	62,660	51,518	14,794	(171,563)
Reconciliation of funds:						
Total funds brought forward	15	423,354	438,177	424,718	1,286,249	1,457,812
Total funds carried forward	15	**323,970**	**500,837**	**476,236**	**1,301,043**	**1,286,249**

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derives from continuing activities.

The notes on pages 34 to 47 form part of these financial statements

The Royal School of Church Music
(Company No:00250031)
Balance Sheet
For the year ended 31 December 2021

	Notes	2021 £	2020 £
Fixed Assets			
Intangible assets	8	34,053	61,923
Tangible assets	9	28,284	17,516
Investments	10	933,187	973,218
Total fixed assets		995,524	1,052,657
Current Assets			
Stock	11	152,921	138,936
Debtors	12	98,455	106,559
Areas' cash at bank and in hand		19,782	97,062
Cash at bank and in hand		164,114	104,315
Total current assets		435,272	446,872
Liabilities			
Creditors: Amounts falling due within one year	13	129,753	213,280
Net current assets		305,519	233,592
Total net assets		1,301,043	1,286,249
The funds of the charity:			
Endowment funds	15,16	476,236	424,718
Restricted Funds	15,17	500,837	438,177
Unrestricted Funds	15,18	323,970	423,354
Total Charity Funds		1,301,043	1,286,249

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the trustees on 23/06/22 and were signed on their behalf by:

Mr Phil Taylor - Vice Chairman of Council

The notes on pages 34 to 47 form part of these financial statements

The Royal School of Church Music
(Company No:00250031)
Cash Flow Statement
For the year ended 31 December 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	CF1	(137,425)	63,121
Net cash provided by (used in) operating activities		(137,425)	63,121
Cash flows from investing activities:			
Purchase of intangible fixed assets		(2,327)	(18,431)
Purchase of tangible fixed assets		(21,123)	(11,343)
Purchase of fixed asset investments		(234,722)	(241,388)
Sale of fixed asset investments		377,385	58,388
Cash withdrawn from investment portfolio		(946)	(6,982)
Interest received		(352)	(354)
Investment dividends received		2,030	(4,157)
Net cash provided by (used in) investing activities		119,945	(224,267)
Change in cash and cash equivalents in the reporting period		(17,480)	(161,146)
Cash and cash equivalents at the beginning of the reporting period		201,377	362,523
Cash and cash equivalents at the end of the reporting period	CF2	183,897	201,377

CF1. Reconciliation of Net Income to Net Cash Flow from Operating Activities

	2021 £	2020 £
Net movement in funds for the reporting period *(as per the statement of financial activities)*	14,794	(171,563)
Depreciation and amortisation charges	40,553	44,728
Gain on investments	(101,686)	106,941
Interest received	(1,678)	4,511
Decrease in debtors	8,104	(2,427)
Increase / (Decrease) in creditors	(83,527)	54,923
(Increase) / Decrease in stocks	(13,985)	-
Net cash provided by (used in) operating activities	(137,425)	37,113

CF2. Analysis of cash and cash equivalents	2021 £	2020 £
Cash in hand	183,896	201,377
Total cash and cash equivalents	183,896	201,377

The Royal School of Church Music is a charitable company, limited by guarantee, registered in England and Wales. Its registered office and principle place of business is 19 The Close, Salisbury, Wiltshire SP1 2EB

1. Principal Accounting Policies

a) Basis of accounting

The financial statements of the Charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) second edition 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', the Companies Act 2006 and the Charities Act 2011. The financial statements have been prepared under the historical cost convention except that investments are carried at market value.

The financial statements are prepared in sterling which is the functional and presentational currency of the Charity. The financial statements are rounded to the nearest pound.

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

There are no significant judgements which affect the amounts recognised in these financial statements. With respect to the next reporting period, the most significant areas of estimation uncertainty that affect the carrying value of assets held by the Charity are the level of investment return and the performance of investments.

b) Periods Covered

The accounts cover the year to 31 December 2021, with comparatives for the year to 31 December 2020.

c) Area Committees

These financial statements consolidate the income and expenditure of RSCM Area Committees, which arrange local training activities throughout the UK, on a line by line basis. The net assets of the committees, most of which are held in cash, are shown separately on the balance sheet as the Trustees believe this method is the closest to a true and fair view.

d) Legal Status of the Charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £1.

e) Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Unrestricted funds include a revaluation reserve representing the restatement of investment assets at market values.

Designated funds are unrestricted funds that have been set aside by the trustees for particular purposes

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

Endowment funds represent those assets which must be held permanently by the Charity. Income arising on the endowment fund is included as restricted income. Any capital gains or losses arising on the investments form part of the fund.

f) Incoming resources

All incoming resources are recognised once the charity has entitlement to the resources, it is certain that the resources will be received and the monetary value of incoming resources can be measured with sufficient reliability. The following policies are applied to particular categories of income:

- Voluntary income received by way of grants, donations and legacies is recognised when the charity's entitlement has been ascertained, the conditions for receipt have been met and the amount can be quantified with reasonable accuracy. Donations are deferred where the donor has imposed conditions that specify the time period in which the expenditure of resources can take place.
- Government grants are recognised using the performance model and grants which have specified future performance-related conditions are initially recognised as a liability and are released to income only when the related conditions are met. Grants which have no performance-related conditions are recognised when the proceeds are received or receivable.
- Investment income is recognised when receivable by the charity.
- Membership income is received annually in advance and the amount relating to the next financial year is carried forward as deferred income.
- Income from education, outreach and publication sales and royalties is recognised in the period it is receivable. Fees received in relation to courses occurring after the balance sheet date are carried forward as deferred income.
- The charity does not receive any donated goods, facilities or services. In accordance with the Charities SORP the contribution of general volunteers is not recognised within these financial statements. Details of the role played by general volunteers are given in the Trustee's Report.

g) Expenditure

Expenditure is recognised on an accruals basis when a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs are included within support costs and include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- Costs are allocated to the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly and where costs cannot be directly allocated they are apportioned using staff costs, as set out in note 3.

h) Foreign Currencies

Monetary assets and liabilities in foreign currencies are translated into sterling at the rates of exchange prevailing at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange prevailing at the date of the transaction. Exchange variances are taken into account when arriving at the net income or expenditure for the year.

i) Pension Contributions

Contributions in respect of the charity's defined contribution pension scheme are charged to the SOFA in the year in which they are payable to the scheme. Differences between contributions payable and contributions actually paid in the year are included within other creditors at the year-end. The costs of the defined contribution scheme are charged to the unrestricted funds of the charity using the methodology set out in note 1g.

j) Fixed Assets

Fixed assets (excluding investments) are stated at cost less depreciation/amortisation. Assets below £100 are not capitalised. Depreciation and Amortisation are provided on a straight line basis over the estimated useful economic life of each asset, which is considered to be:

Major software packages	4 years
Other computer hardware & software	3 years
Other furniture, plant & equipment	5 years
Copyrights & publication rights	3-5 years
Website & webshop	3-5 years

The useful economic lives of theses assets are the periods over which it is anticipated that they will continue to generate an appreciable amount of income for the organisation. Impairment reviews are carried out as and when evidence comes to light that the recoverable amount of a functional fixed asset is below its net book value due to damage, obsolescence or other relevant factors.

k) Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year. All gains and losses are taken to the statement of financial activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value. Unrealised gains and losses are calculated as the difference between the opening and closing market value. Realised and unrealised gains and losses are not separated in the statement of financial activities.

l) Stock

Stocks of publications are valued at the lower of cost or net realisable value, after providing for slow-moving

m) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at cost which is time-apportioned over the period to which the expenses relate.

n) Creditors and provisions

Creditors and provisions for liabilities and charges are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

o) Operating Leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA as they are incurred.

p) Taxation

The charity is exempt from tax on income and gains falling with section 505 of the Taxes act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

2. Incoming resources

	2021	2020
	£	£
a) Donations and legacies		
Grants and donations	131,840	144,154
Affiliate fundraising	33,942	16,078
Friends income	16,208	2,347
Legacies	104,379	100,030
	286,369	262,609
b) Investment income		
Listed investments	30,683	28,653
Interest on cash deposits	-	352
	30,683	29,005
c) Other incoming resources		
Commission	444	1,759
Sundry income	28,453	25,696
	28,897	27,455

Sundry Income includes £22,400 of coronavirus relief grants received from the UK Government under the coronavirus job retention scheme and local support grant schemes (2020: £19,939).

3. Total resources expended

	Direct costs	Support Costs	Total 2021	Total 2020
	£	£	£	£
Costs of Generating Funds				
Fundraising	102,097	18,782	120,879	100,031
Investment management	8,798	-	8,798	5,249
Expenditure on Charitable Activities				
Membership	231,059	27,996	259,055	259,932
Education and development	243,388	50,374	293,762	314,559
Publications	208,638	20,001	228,639	335,347
Area Committees	227,475	52,709	280,184	267,609
	1,021,455	169,862	1,191,317	1,282,727

Support costs constitute central management and administrative costs which are necessarily incurred to enable the charity to carry out its activities. These costs have been allocated to the charity's charitable activities and fundraising on the basis of staff costs. They are made up as follows:

	Fundraising	Membership	Education	Publication	Areas	2021	2020
	£	£	£	£	£	£	£
Office costs	15,018	22,386	40,280	15,993	42,147	135,824	149,407
Professional fees	926	1,380	2,484	986	2,599	8,375	5,092
Finance costs	188	280	504	200	527	1,699	606
Depreciation	1,022	1,524	2,742	1,089	2,869	9,246	9,257
Amortisation	347	517	930	369	973	3,136	5,306
Governance	1,281	1,909	3,434	1,364	3,594	11,582	10,627
	18,782	27,996	50,374	20,001	52,709	169,862	180,295

4. Governance Costs

	2021 £	2020 £
Governance meetings and expenses	3,017	3,063
Auditors fees - audit	4,934	4,734
Auditors fees - non-audit services	3,630	2,830
	11,581	10,627

5. Net income / (expenditure for year)

This is stated after charging:	2021 £	2020 £
Depreciation	10,355	8,911
Amortisation	30,197	35,817
Auditors remuneration - audit	4,934	4,734
Auditors remuneration - accountancy services	3,630	2,830

In 2020 and 2021 audit services were provided by Rothmans Audit LLP and accountancy services were provided by Rothmans LLP, a partnership associated with Rothmans Audit LLP.

6. Staff Costs

Total staff emoluments for the year were as follows:	2021 £	2020 £
Gross salaries and wages	584,964	584,131
Social security	40,669	41,702
Employers contributions to defined contribution pension schemes	27,631	28,757
	653,264	654,590

No employees had total emoluments above £60,000 (2020: no employees).

The total remuneration, including employer national insurance and pension contributions, of the key management personnel was £130,958 (2020: £68,684).

The average monthly head count of employees in the year was as follows:

Membership	2	2
Education and development	11	11
Publications	3	3
Governance and fundraising	15	16
	31	32

7. Trustee remuneration and related party transactions

The charity trustees were not paid any remuneration, nor received any other benefits from employment with the Charity during the year. Travel and training costs amounting to £209 (2020: £859) were reimbursed to 3 (2020:2) members of Council. There are no other related party transactions in the reporting period that require disclosure.

8. Intangible fixed assets

	Copyrights & publication rights	Website & Webshop	Total
	£	£	£
Cost			
As at 1 January 2021	120,943	48,282	169,225
Additions	2,327	-	2,327
Disposals	-	-	-
As at 31 December 2021	123,270	48,282	171,552
Amortisation			
As at 1 January 2021	84,230	23,072	107,302
Charge for the year	21,012	9,185	30,197
Elimination on disposal	-	-	-
As at 31 December 2021	105,242	32,257	137,499
Net Book Value			
As at 31 December 2021	18,028	16,025	34,053
As at 31 December 2020	36,713	25,210	61,923

9. Tangible fixed assets

	Furniture & Fixtures	Computer Software	Computer Hardware	Total
	£	£	£	£
Cost				
As at 1 January 2021	92,133	66,463	75,497	234,093
Additions	537	18,147	2,439	21,123
Disposals	-	-	-	-
As at 31 December 2021	92,670	84,610	77,936	255,216
Depreciation				
As at 1 January 2021	86,146	66,217	64,214	216,577
Charge for the year	2,412	2,464	5,479	10,355
Elimination on disposal	-	-	-	-
As at 31 December 2021	88,558	68,681	69,693	226,932
Net Book Value				
As at 31 December 2021	4,112	15,929	8,243	28,284
As at 31 December 2020	5,987	246	11,283	17,516

The Royal School of Church Music owns a collection of books and manuscripts which were a bequest from its founder, Sir Sidney Nicholson, and which are currently held at Westminster Abbey on their behalf. These items, which have been valued for insurance purposes at £159,000, are not included in the financial statements as there is inherent uncertainty as to the Charity's interest in them and therefore their valuation.

10. Fixed assets investments

	2021 £	2020 £
Market value at 1 January 2020	973,218	890,177
Additions at cost	223,214	122,939
Disposals at carrying value	(377,385)	(58,388)
Increase/(decrease) in cash	946	6,982
Net gain/(loss) on revaluation	113,194	11,508
Market value at 31 December 2020	933,187	973,218
Investments at market value comprised:		
UK listed investments	402,054	452,560
Overseas listed investments	510,266	500,738
Other investments	-	-
Cash on deposit	20,867	19,920
	933,187	973,218
Historical cost as at 31 December 2020		
Listed investments	719,436	732,523
Cash with investments manager	20,867	19,921
	740,303	752,444

11. Stock

	2021 £	2020 £
Goods for resale	152,921	138,936
	152,921	138,936

12. Debtors

	2021 £	2020 £
Trade debtors	68,454	76,001
Other debtors	17,633	25,601
Prepayments and accrued income	12,368	4,957
	98,455	106,559

13. Creditors - amounts falling due within one year

	2021 £	2020 £
Trade creditors	21,847	34,016
Other creditors	33,541	107,284
Accruals	16,693	8,947
Deferred income	57,672	63,033
	129,753	213,280

14. Deferred Income

Deferred income comprises the portion of membership subscriptions that relate to periods after the balance sheet date, income received for courses occurring after the year-end and donations where donors have imposed conditions that specify the time period in which the donation should be used.

	Friends	Membership	Courses	Other Income	Total
	£	£	£	£	£
Balance Brought Forward	85	53,516	7,994	1,438	63,033
Amount released to incoming resource:	(85)	(53,516)	(7,994)	(1,438)	(63,033)
Amount deferred in the year	0	51,050	5,463	1,159	57,672
Balance Carried Forward	0	51,050	5,463	1,159	57,672

15. Analysis of net assets between funds

Fund balances are represented by:	Endowment Funds	Restricted Funds	Unrestricted Funds	Total
	£	£	£	£
Intangible fixed assets	-	-	34,053	34,053
Tangible fixed assets	-	-	28,284	28,284
Fixed asset investments	476,236	277,468	179,483	933,187
Net current assets	-	223,369	82,151	305,519
Total net assets	476,236	500,837	323,970	1,301,043

Analysis of net assets between funds - previous year

Fund balances are represented by:	Endowment Funds	Restricted Funds	Unrestricted Funds	Total
	£	£	£	£
Intangible fixed assets	-	-	61,923	61,923
Tangible fixed assets	-	-	17,516	17,516
Fixed asset investments	424,718	278,969	269,531	973,218
Net current assets	-	159,208	74,384	233,592
Total net assets	424,718	438,177	423,354	1,286,249

16. Endowment funds

The capital of the Endowment Funds, which form part of the investment portfolio, cannot be spent. The funds have been given to the charity by way of donations, legacies and memorial appeals to be invested to provide income for the purposes detailed below:

	Fund B/Fwd £	Income £	Expenditure £	Transfers £	Gains & Losses £	Fund C/Fwd £
Overseas development fund (For overseas travel and development)	33,010	-	-	-	4,004	37,014
Hymns Ancient & Modern Lectureship Fund (To help pay for lecturers on RSCM courses)	33,185	-	-	-	4,026	37,211
Harold Smart Competition Fund (To fund an annual competition for composers)	12,041	-	-	-	1,460	13,501
To provide grants to students attending RSCM courses:						
Hubert Crook and other bursary funds	171,696	-	-	-	20,827	192,523
Wiles Family Bequest	94,768	-	-	-	11,495	106,263
The Minsall-Jones Bequest	61,553	-	-	-	7,466	69,019
Derek Marsden Fund for educational bursaries	18,465	-	-	-	2,240	20,705
	424,718	-	-	-	51,518	476,236

Endowment Funds - Previous year

	Fund B/Fwd £	Income £	Expenditure £	Transfers £	Gains & Losses £	Fund C/Fwd £
Overseas development fund (For overseas travel and development)	32,624	-	-	-	386	33,010
Hymns Ancient & Modern Lectureship Fund (To help pay for lecturers on RSCM courses)	32,797	-	-	-	388	33,185
Harold Smart Competition Fund (To fund an annual competition for composers)	11,900	-	-	-	141	12,041
To provide grants to students attending RSCM courses:						
Hubert Crook and other bursary funds	169,690	-	-	-	2,006	171,696
Wiles Family Bequest	93,660	-	-	-	1,108	94,768
The Minsall-Jones Bequest	60,834	-	-	-	719	61,553
Derek Marsden Fund for educational bursaries	18,249	-	-	-	216	18,465
	419,754	-	-	-	4,964	424,718

17. Restricted funds

Restricted funds include income from endowments, legacies and donations subject to specific instructions on how they may be spent, as indicated below. The accumulated income from endowments and other restricted donations and legacies are allocated a proportion of the general investment portfolio, unless it is expected that a legacy or donation will be applied in accordance with the wishes of the donor within a reasonable period of receipt.

	Fund B/Fwd	Income	Expenditure	Transfers	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas Development Fund Income	4,720	1,181			384	6,285
Hymns A & M Lectureship Fund Income	10,658	1,318			867	12,843
Harold Smart Fund Income	7,234	551			589	8,374
Hubert Crook and other Bursary Funds	47,900	6,658			3,897	58,455
Wiles Family Bequest income fund	24,121	3,624			1,962	29,707
The Minsall-Jones Income Fund	12,614	2,287			1,026	15,927
Derek Marsden Fund for Education	3,783	686			307	4,776
Regional development in specific areas	1,121	25			92	1,238
Bursaries for Cathedral Courses	19,737	432			1,606	21,775
Bursaries for RSCM study programmes	6,807	149			554	7,510
Liz & Terry Bramall Trust	-	60,000	(60,000)		-	-
The Norman Kirkham Fund for organ scholarships	2,240	49			182	2,471
RSCM Voices general bursaries fund	1,079	24			88	1,191
John Piling Trust Fund - RSCM Voices	2,332	-		(2,332)	-	-
K Guppy Fund for training/support of boy choristers	50,864	1,114			4,138	56,116
Parish Organ Scholarships Project	5,240	115			426	5,781
Post-Ordination clergy training project	7,697	169			626	8,492
The Headley Trust bursaries grant for young people	103	1		(103)	4	5
PA Mason Memorial Fund for courses	33,437	733			2,720	36,890
MB MacAuley Fund for choir training	140,957	3,088			11,469	155,514
DF Todd Fund	36,696	804			2,986	40,486
Cathedral Courses Income Fund	3,144	69			255	3,468
The Patrons' Fund 2017	81	-		(81)	-	-
Ouseley Trust	2,147	47			175	2,369
Area funds	10,783	236			877	11,896
Pipeline Organ Scholarship	198	4			16	218
The Praxis Grant for Education	-	1,500	(1,500)		-	-
Oglethorpe Fund for bursaries for young choristers	2,484	54			202	2,740
J Thiselton fund for Chorister Training	-	2,022			82	2,104
David Willcocks Music Trust Grant	-	1,516			61	1,577
The Williams Church Music Trust Grant	-	2,527			102	2,629
	438,177	90,983	(61,500)	(2,516)	35,693	500,837

The charity has been conducting a review of its restricted funds, and identified that the funds received from the John Piling Trust Fund - RSCM Voices, The Headley Trust bursaries grant for young people and The Patrons' Fund 2017 had been fully expended in a prior accounting period for the intended purpose, but those expenses were accidentally allocated to unrestricted funds in the accounts. As the amounts involved are not material, the fund balances have been corrected in the current year by a transfer to unrestricted funds.

17. Restricted Funds (continued...)

Restricted Funds - previous year

	Fund B/Fwd £	Income £	Expenditure £	Transfers £	Gains & Losses £	Fund C/Fwd £
Overseas Development Fund Income	3,661	1,031			28	4,720
Hymns A & M Lectureship Fund Income	9,440	1,146			72	10,658
Harold Smart Fund Income	6,705	478			51	7,234
Hubert Crook and other Bursary Funds	41,788	5,792			320	47,900
Wiles Family Bequest income fund	20,807	3,155			159	24,121
The Minsall-Jones Income Fund	10,541	1,992			81	12,614
Derek Marsden Fund for Education	3,162	597			24	3,783
Regional development in specific areas	1,091	21			9	1,121
Bursaries for Cathedral Courses	19,223	367			147	19,737
Bursaries for RSCM study programmes	6,630	126			51	6,807
Liz & Terry Bramall Trust	-	60,000	(60,000)		-	-
The Norman Kirkham Fund for organ scholarships	2,181	42			17	2,240
RSCM Voices general bursaries fund	1,051	20			8	1,079
John Piling Trust Fund - RSCM Voices	2,271	43			18	2,332
K Guppy Fund for training/support of boy choristers	49,537	945			382	50,864
K Guppy Income Fund for training of boy choristers	-				-	-
Parish Organ Scholarships Project	5,104	97			39	5,240
Post-Ordination clergy training project	7,496	143			58	7,697
The Headley Trust bursaries grant for young people	100	2			1	103
PA Mason Memorial Fund for courses	32,567	621			249	33,437
PA Mason Memorial Income Fund	-				-	-
MB MacAuley Fund for choir training	137,289	2,619			1,049	140,957
DF Todd Fund	35,741	682			273	36,696
Cathedral Courses Income Fund	3,063	58			23	3,144
The Patrons' Fund 2017	79	2			-	81
Ouseley Trust	2,091	40			16	2,147
Area funds	10,503	200			80	10,783
To support the Cathedral Organists Association	-				-	-
Pipeline Organ Scholarship	2,038	571			9	2,618
The Praxis Grant for Education	-	6,000	(6,000)			-
Oglethorpe Fund for bursaries for young choristers	-	628		1,846	10	2,484
	414,159	87,418	(66,000)	1,846	3,174	440,597

18. Unrestricted funds

	Fund B/Fwd £	Income £	Expenditure £	Transfers £	Gains & Losses £	Fund C/Fwd £
Designated funds:						
Fixed assets	17,516		(10,365)	21,123		28,274
Area development	8,934					8,934
Fair value reserve	92,780				25,983	118,763
Cathedral Organists Association	10,345	6,230	(1,603)	(3,000)		11,972
General fund	293,779	995,704	(1,117,849)	(15,607)		156,027
	423,354	1,001,934	(1,129,817)	2,516	25,983	323,970

Unrestricted Funds - previous year

	Fund B/Fwd £	Income £	Expenditure £	Transfers £	Gains & Losses £	Fund C/Fwd £
Designated funds:						
Fixed assets	15,084	11,343	(8,911)	-	-	17,516
Area development	8,934	-		-	-	8,934
Areas funds	199,064	18,004	(25,435)	(191,633)	-	-
Fair value reserve	89,410	-	-		3,370	92,780
Cathedral Organists Association	9,803	3,705	(3,163)	-	-	10,345
General fund	301,604	979,186	(1,176,798)	189,787	-	293,779
	623,899	1,012,238	(1,214,307)	(1,846)	3,370	423,354

As at 31 December 2003, Council created a fund designated to represent fixed assets. Fixed asset additions are transferred to the fund and depreciation is charged to the fund.

As at 31 December 2010, Council created a fund designated for Area Development. £30,000 was transferred from the general fund to provide underwriting or grant support for Area education and outreach programmes where the necessary funds are not available locally. No grants were paid to areas from this fund in 2021 or 2020.

Area funds comprised the net assets of the RSCM Area Committees who arrange local training activities for the charity. As part of the charity's review of the Area structure in 2020, it was determined that these funds no longer needed to be kept seperately and should form part of the charity's general reserves. A transfer was therefore made to release the remaining balance to the general fund.

The Fair value reserve comprises the net revaluation gains on investments held by the charity.

The Cathedral Organists Association is part of the Royal School of Church Music but operates within a separate framework within the overall governance arrangements of the Charity; the trustees take the view that this level of operational independence is best recognised by identifying the funds relating to the Cathedral Organists Association as a designated fund as those funds will be used only for the Association's purposes.

The general fund represents those funds which are unrestricted and not designated for other purposes.

19. Operating lease commitments

At 31 December 2020, the Charity had total commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2021	2020
	£	£
Due within one year	42,415	23,958
Due between one and five years	32,666	19,708
Due in more than five years	-	-
	75,081	43,666

20. Pension Commitments

The charity operates a defined contributions scheme on behalf of its employees. The RSCM contributes a minimum of 5% of each members gross salary into the scheme where the member contributes a minimum of 3% of gross salary. The assets of the scheme are held separately from the charity in a fund administered by Aegon. The annual pension commitment under this scheme is £27,631 (2020: £28,757). No contributions, including employee contributions, were outstanding at the balance sheet date (2020: £NIL).

21. Comparative Statement of Financial Activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2020 £
Income and Endowments from:				
Donations and legacies	196,004	66,605	-	262,609
Income from charitable activities:				
Membership Income	539,221	-	-	539,221
Education & Outreach	14,899	550	-	15,449
Publication sales & royalties	203,662	-	-	203,662
Area committees	22,255	-	-	22,255
				-
Other incoming resources	8,742	20,263	-	29,005
Investments	27,455	-	-	27,455
Total Income	1,012,238	87,418	-	1,099,656
Expenditure on:				
Raising funds	105,280	-	-	105,280
Charitable activities				
Membership Income	259,932	-	-	259,932
Education & Outreach	246,139	68,420	-	314,559
Publication sales & royalties	335,347	-	-	335,347
Area committees	267,609	-	-	267,609
Total expenditure	1,214,307	68,420	-	1,282,727
Net income/(expenditure)	(202,069)	18,998	-	(183,071)
Transfers between funds	(1,846)	1,846	-	-
Net Gains/(losses) on investments	3,370	3,174	4,964	11,508
Net movement in funds	(200,545)	24,018	4,964	(171,563)
Reconciliation of funds:				
Total funds brought forward	623,899	414,159	419,754	1,457,812
Total funds carried forward	**423,354**	**438,177**	**424,718**	**1,286,249**

THE ROYAL SCHOOL OF CHURCH MUSIC

England & Wales - Charity number 312828

Accounts

THE ROYAL SCHOOL OF CHURCH MUSIC

Report of Council and Accounts

for the year ended

31 December 2020

Founded by Sir Sydney Nicholson in 1927

Registered Charity Number 312828
A Company Limited by Guarantee, Company Registration Number 250031

Registered Office
19 The Close, Salisbury, Wiltshire SP1 2EB

Governing Document
Memorandum and Articles of Association dated 25 July 1930, most recently amended at RSCM's AGM on September 18th 2017

Charitable Objects
The RSCM exists to promote the study, practice and improvement of music and other matters relevant to the conduct of Christian Worship. Our main activities in pursuit of this object are the provision of programmes of education, training courses, resources, publications and advisory services to subscribing individuals, churches, colleges and other bodies, both in house and by working in partnership with other organisations.

Royal Patron
Her Majesty the Queen

Patrons
The Right Revd The Moderator of the General Assembly of the Church of Scotland
His Eminence the Cardinal Archbishop of Westminster
The Revd The Moderator of the Free Churches Group
The Rt Revd and Rt Hon The Lord Carey of Clifton

President
His Grace The Lord Archbishop of Canterbury

Vice-Presidents
The Right Revd David Stancliffe
The Right Revd Nicholas Holtam
Brian Kay

Council (Trustees and Directors)

1. The Very Reverend Dr John Hall (Chairman)
2. Phil Taylor (Vice Chair)
3. Peter Connor
4. Brigid Parkin
5. Mary Evans
6. Anna Macham
7. Chris Bridges
8. Andrew Morgan
9. Edward Wild
10. Revd Angie Paterson
11. Tansy Castledine (joined July 2020, first Council attendance 21 September 2020)
12. Nicholas Riddle (joined August 2020, first Council attendance 21 September 2020)
13. John Halsey (joined July 2020, first Council attendance 21 September 2020)

- Jane Woodward resigned from RSCM Council at the end of 2020
- Robin Thomas retired from Council March 2021
- David Price retired from Council June 2020

Honorary Advisors

1. The Revd Dr Maggi Dawn
2. Trevor Ford
3. The Revd Douglas Galbraith
4. Dr Simon Lindley
5. The Revd Dr Timothy Macquiban
6. The Revd Peter Moger
7. Patrick Russill
8. Dr John Rutter
9. Professor Peter Toyne
10. Dr Noël Tredinnick
11. Dr Mary Archer

Senior Officers and Managers

Director	Hugh Morris
Deputy Director Operations / Company Secretary	Stephen Mansfield
Deputy Director Education and Voluntary Networks	Sal McDougall ~~(from 1 June 2020)~~

Advisers

Auditors	Rothmans Audit LLP Avebury House, 6 St Peter Street, Winchester, SO23 8BN
Principal Bankers	Santander, Bootle, Merseyside, L30 4GB
Common Banking	CAF (Charities Aid Foundation), 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4TA
Insurance Brokers	Bridges Insurance Brokers, 61 Northdown Road, Cliftonville, Margate, Kent CT9 2RJ
Investment Managers	Brewin Dolphin,12 Smithfield Street, London EC1A 9BD
Solicitors	Batt Broadbent, 44 Castle St, Salisbury SP1 3TX
Pensions Administrators	Origen Financial Services Ltd, Infor House, 1 Lakeside Rd, Farnborough GU14 6XP

REPORT OF COUNCIL

OUR MISSION AND APPROACH

Our Vision

A Church drawn closer to God through music

Our Mission

The Christian faith underpins everything we do; and as the Heart and Home of church music, the RSCM promotes "the study, practice and improvement of music and other matters relevant to the conduct of Christian worship."

Public Benefit

In pursuing these activities, the Council confirms that it has complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission General Guidance on Public Benefit. In particular, the RSCM's training programmes, publications and associated resources serve to promote the charitable purposes of the advancement of education, religion, arts, culture, heritage or science. We consider that our work is of significant public benefit, not only directly to the individuals, especially children and young people, who are engaged with us, but also, indirectly, to the congregations and communities which they serve.

SPECIAL NOTE - COVID

The following report, relating as it does to the year of the pandemic, would be incomplete, and quite disingenuous, if at least some recognition were not made of an unprecedented event that has impacted not only RSCM but society everywhere.

The impact on RSCM, along with most other charities and businesses has been widespread, challenging and sustained.; but equally it has led to an unparalleled stream of innovation and creativity, which has led the organisation to be viewed in a renewed light of positive respect by the constituents it seeks to serve; and for significant progress to be made in reforms of various kinds.

Challenges have included that we have been unable to run the many kinds of educational courses that are an established part of the RSCM offering. Our Publishing business has been hit hard by there being little or no need to buy new printed material, or replace old stock, when music in worship, and even worship itself, have been curtailed. Our Development / fundraising agenda to support the missional work of the charity has been stymied by our inability to hold the kind of events on which that kind of reaching out depends. And at local level, our fifty or so teams of volunteers have been stalled in all the normal local activities, area festivals, Eat Meet and Sing gatherings and so forth, that are such a part of RSCM life and fellowship at the local parish level. The aggregate effect on RSCM, financially and missionally, has been difficult, constant and profound.

However, set against all that, we have been able to build a whole array of innovative online resources and events to offset the socially isolating and other effects of the pandemic. Missionally, this has been a critical response to society's and the church's need. Having been in a position where our staff had already been trained in Microsoft Teams, the switch to full remote working was immediate and seamless and so we were able to respond quickly to the first lockdown. Our first innovative participative online service, The Big Easter Evensong, attracted some 2000 singers joining in live, with special resources to support them prepared; and we have provided a number of such opportunities as well as smaller scale online support. As a whole, many tens of thousands have viewed or engaged with our content, giving us a level of engagement and reach which has led to significant impact. Google Analytics shows that over 60,000 Pageviews were thus far recorded, just on that part of our website devoted to addressing the challenges of COVID. The feedback we have consistently received has been heart-warming and universal. Links with the churches we serve, most especially the central Church of England, have been much strengthened; the RSCM has become a central, formative adviser to the Recovery Group and our 'FAQs' document on the website has become a go-to resource for those planning resumption of worship. Financially, such activities cannot come close to matching the income we have foregone across the year, and we have had to call upon reserves to maintain mission, but it has been crucial in nurturing connectedness and in keeping alive the "study, practice and improvement of music in Christian worship" which is the lifeblood of RSCM and its membership, whether individuals, churches or team ministries / benefices.

Just four examples of the kind of feedback there has been (there have been hundreds of similar expressions of support) to this response to the situation:

1. *"May I say a big 'thank you' for the hymns and the two Sunday services, all of which I have listened to and sung. It has been a great help during this time of self-isolation and to know that I am joining in with others instead of worshipping in my church. Lent, Passiontide and Easter are very special times in the Church's calendar and your words and music will help me to follow Christ to the cross and celebrate with Mary on Easter in saying 'I have seen the Lord'"*
2. *"Thank you, thank you, thank you. These resources are fantastic. I was sliding fast. Felt isolated from it all and here you are, offering all this. Structured, variety, and top-quality sessions. "*
3. *"I am grateful for your email and would like to say that I am extremely impressed by the huge range of work you at the RSCM have put into helping us through this crisis. You have been fast to respond and continue to offer help to all kinds of church musicians everywhere. Some of my choristers took part in Evensong on Easter Sunday and found it very uplifting. A lot more are looking forward to Music Sunday. Some have also taken part in your Voice for Life materials and webinars – we had 10 candidates preparing for exams in June. I am also grateful for your webinars because it is good to know that my thoughts are shared by so many, that we are all trying to keep going in a variety of ways and to be inspired by the ideas and possibilities put forward. After my suggestion, some*

of my choristers are also sending you donations. The RSCM has been absolutely excellent this year and I am proud to be a member."

4. *"Just to say how much I appreciate the 20 minutes of quiet Compline on a Wednesday evening during Lent. Although we cannot meet in our churches for this quiet time of contemplation it is good to know that the RSCM has again been helping us by using YouTube and bringing it into our homes."*

Huge tribute must be paid to the staff, both missional and operational, who have responded to the workload that bringing about this array of alternative offerings has meant. Staff morale continued to hold firm despite the testing circumstances, amid all the technical and other challenges of a year like no other year that society has seen.

Technical tools such as Microsoft 365 with its array of Teams, Planner, Forms, OneDrive and so on have allowed our staff to collaborate, albeit remotely, in ways that have made many of COVID's pressures easier to address. But all the technology in the world is nothing without a motivated and energised team to use it, and tribute is paid to the staff who have worked tirelessly, cheerfully, and often entirely unseen, through all the pandemic's trials.

As, God willing, society starts to emerge from COVID's nightmare, the overall result for RSCM should thus be a strengthened rather than a weakened offering. A challenge will be how best to blend what we have invented and delivered in 2020 with the revival of the more traditional offerings we make. This raises its own very real resourcing challenges since it is inconceivable that what has come to be in 2020 will be discontinued once COVID fades from view. There will be a blending of online and face-to-face offerings that will have to find its own level, its own voice, and its own ways of being resourced in its totality.

EDUCATION

While 2020 began in the normal way for our education department, the dramatic effect of the Covid-19 pandemic on our work was nowhere more evident than in the way in which the delivery of our education work was transformed, almost literally overnight, in March 2020 when the first national lockdown meant that in-person events and training were no longer possible. Like so many other organisations, the RSCM quickly learned that if it was to continue to offer meaningful education to its members then courses, events and RSCM Award sessions would need to be delivered online.

Thanks to the incredible effort and hard work of the education team, an online presence for our education work was established quickly, and the RSCM was soon delivering webinars on an impressive range of topics featuring RSCM core staff as well as experts in specific fields. The RSCM also offered weekly 'Sunday Self-Services' from March until July, and a 'Hymn for the Day' each day during the week until August.

As the months unfolded, it became clear that the continuing Covid-19 pandemic situation meant that in-person education events would not be possible in the summer. Instead, RSCM

offered a smaller, online course which attracted more than 60 participants aged 9-23 from four continents, and at the time of writing the resulting performance of the large-scale anthem around which the course was based has been viewed 2.1k times.

While it had been hoped that it would be possible to arrange training events or courses for young people later in the year, this was not possible because of the ongoing pandemic. Plans for the Millennium Youth Choir were placed on hold, with the hope that in-person courses and events will be possible at some point in 2021. This included MYC's 20th anniversary celebrations, which were due to take place at Westminster Abbey in April, and have now been postponed to autumn 2021.

The recently formed Intermediate Millennium Youth Choir was also unable to meet, but the same desire to provide in-person opportunities for the younger age group (12-16) remains as strong as ever.

Both MYC and iMYC members were given the opportunity to take part in virtual choir projects during 2020, contributing to the Big Easter Evensong in April, and the Big Music Sunday service in June.

The effect of the restrictions on singing together which were put in place as the pandemic worsened was also clearly evidenced in the schedules of our adult choirs, and we are grateful to the directors of Northern Cathedral Singers, Voices West, Voices South and Scottish Voices for their online work with these groups at a time when in-person singing for amateur groups was prohibited.

Work on the four education strands of our work continued to adapt to the ever-changing environment to which the pandemic gave rise. Thanks to the dedication and hard work of RSCM staff, new online resources for those preparing for RSCM Awards exams were created, and courses and tuition which had previously been offered in-person were quickly adapted for the online environment. These varied in length from a few hours to several days.

RSCM Education also ventured into the world of webinars for the first time, and between March and December offered a total of 78 webinars across topics ranging from practical essentials for conducting to a forum discussion for professional organists to suggestions for celebrating Christmas under Covid restrictions.

The Organ Scholar Survival Kit, a course specifically aimed at preparing those about to start cathedral organ scholarships, was once again offered in September. Led by Rosemary Field, the course was run entirely online over two days, with three participants. As in previous years, the course had a significant impact on the students who attended.

Our residential course for clergy and worship leaders, Music for Mission and Ministry, was unable to run during 2020. However, we ran a lightly modified version over Zoom in September, attended by 14 people from the UK, Ireland, Canada and Australia. Running the course online enabled attendance by those further afield, as well as those for whom a residential course was impractical.

RSCM Programmes of study

Voice for Life

Thousands of choristers undertake the Voice for Life scheme devised and published by the RSCM, in the UK and around the world. In a structured and rewarded environment, and with many hours of tuition from church musicians, it helps choristers improve their singing, musicianship and contextual knowledge. For those who wish for validation of their work beyond the parish, RSCM conducts Voice for Life Awards. In 2019, RSCM made 452 such awards. However, in 2020, the number undertaking Awards exams was as follows:

- Bronze 74
- Silver 36
- Gold 4

This represents a drop of 338 on the number of candidates in 2019. Again, the pandemic has had a significant effect on our ability to deliver our work. However, in November, we successfully trialled online examining at Bronze and Silver levels, enabling us to resume assessing candidates despite the continuing pandemic restrictions.

A full revision of the Awards was intended in 2020. This work began in 2019 and will now be completed in 2021 with a new, streamlined syllabus, and online application process.

Church Music Skills

This course includes strands for organists, choir trainers, cantors and music group leaders, as well as general programmes entitled "Worship and ministry" and "Church music in practice". 21 students were registered on the Church Music Skills programme during 2020 (as compared with 19 in 2019).

Pipeline Organ Scholarships

Pipeline represents a three-way partnership between church, family, and the RSCM, with a focus on producing liturgical organists who commit to playing regularly for church services. For reasons which will by now be obvious, this too was adversely affected by the Covid-19 pandemic. Four scholarships were in place during 2020, but no new placements were possible.

Complete Church Organist project

This Welsh initiative, which enables group organ tuition and covers the essential aspects of service playing, continued in the early part of 2020 with five students attending a series of classes in two groups. The corporate nature of the project was inevitably affected by the restrictions imposed as a result of the pandemic.

RSCM Hub

We are confident that the introduction of RSCM Hub, a Moodle-based platform, will both enhance the educational experience students have with the RSCM and also enable us to increase our level of support for them as they learn with us.

PUBLISHING

RSCM Press provides three principal types of publication: educational and training material; liturgical and musical resources; and Membership Magazines. These benefit and support both RSCM affiliated churches who can purchase at a discount, and also the wider needs of church musicians.

New Publications

The 2020 festival service book, *God's Church for God's World*, a festival service to celebrate the variety and unity of God's world, and the theme for the Lambeth Conference in 2020 was published in early 2020. The Lambeth Conference has now been postponed until 2022, so it will enable us to use this wonderful collection of music from across the world, and for the re-visioned Areas to engage with it to its full potential.

RSCM Carols for Sopranos Altos and Unison Lower Voices looked as though it might also have been doomed for 2020, but it actually provided an ideal collection for the times, where choir numbers were strictly limited, resulting in the first print run selling out. Digital rehearsal tracks were provided on request, and St Martin-in-the-fields recorded 10 of the carols, which then featured on 'A Church Near You' resource hub. The collection contains the last composition by Dr Richard Shephard, who has been composing for the RSCM since the early 1970's and who died in February 2021 after a long illness.

The third in a series of collections of the music of Margaret Rizza, *Ave Generosa – a musical journey with the mystics*, was published in 2020, to accompany the CD that was recorded at the beginning of the year on the Convivium Records label. With its incarnational theme, this will be given more exposure in the run up to Christmas.

2020 has seen a shift to provision of music as digital downloads, using the benefits of the new web shop. We provided a number of anthems as Virtual Choir Kits, which provided the music as well as rehearsal tracks and click tracks for recording for virtual choirs. We also provided music in download form for a number of online services, which proved extremely popular, including the Big Easter Sunday Service, The Big Music Sunday Service, RSCM Celebration Day and the Big Christmas Carol Service.

RSCM's organ music catalogue was an area that performed well under the circumstances. It seems there are more organists with organs in their dining rooms than you would think! The latest in our *Complete Church Organist* series, *Complete Church Organist Etudes*, composed by Rosemary Field, proved a best seller, with the first print run selling out and receiving excellent reviews. As publishers in the UK of the organ works of Denis Bédard, we published two works of his in 2020, including *Fantasia alla marcia*, which has also reprinted due to strong sales, and *Variations on Nun Komm, der Heiden Heiland*.. Other organ works published in 2020 included David Halls's *Salisbury Suite*, Piers Maxim's *Malvern Suite*, both with encouraging initial sales.

Magazines

Church Music Quarterly (CMQ) and *Sunday by Sunday* continue to be valued by members, volunteers, and others. CMQ provides information and inspiration through a broad range of news, real-life stories, interviews and thought-provoking articles on church music issues. Highlights this year included in June 2020 Diplomacy in Song, about the music at the Field of the Cloth of Gold, Singing Sheng (musical styles in Nairobian church); Sept 2020 Prof Martin Ashley on the science behind the ban on singing; hymns and natural disasters by Dick Watson; Dec 2020 an interview with Aled Jones, and an article by David Stancliffe on Candlemas during Lockdown.

Sunday by Sunday combines RSCM's liturgy planner, indispensable for many, with training articles and printed music reviews, and is supported by a team of specialist contributors. Both CMQ and Sunday by Sunday are now available to download by RSCM members from the RSCM web shop, with the magazine also available on the website for wider congregation members.

Web Shop

The Web Shop, which was replaced during 2019 by a new web shop residing on the Hymns Ancient & Modern site, has come into its own in 2020, providing a platform for downloading webinars, helpsheets, and demonstration videos. Google Analytics indicates approx 250,000 Pageviews on the new site over the year concerned.

MEMBERSHIP (2020)

At 31 December 2020, RSCM's membership in the UK and abroad (but excluding RSCM America, RSCM Australia, RSCM Canada, RSCM New Zealand and RSCM South Africa, which have their own legally constituted RSCM charities) comprised:

Affiliates:	3429	*(* 3595) (Affiliate is the RSCM term for a member, affiliated church)*
Individuals:	1187	*(* 1232)*
Friends:	117	*(* 280)*
Students:	32	*(* 39)*

** 2019 figures are shown in brackets after the 2020 figures*

Through 2020, the RSCM Membership has continued on a steady downward trend, but not dipping below the trend line. The Friend memberships have moved into the umbrella of the Development department and so will cease to be included as part of the Membership function from 01/01/2021.

As part of the change in department ownership of the Friend membership category, five separate levels of Friend membership were created and all memberships that fell below the five levels, have moved into a category of 'Regular Supporter' which is not counted as part of the Membership function. This formalisation, in itself, has temporarily reduced the total Friend membership total, and thus, a circa 55% reduction in numbers is visible in the totals shown above. This total is expected to grow over the course of the forthcoming 2-3 years with specific rewards and offers being tailored toward the Friend categories.

The RSCM saw its first national membership conference in March 2020, which was a huge success, and included workshops, seminars, and keynote speakers. It attracted RSCM members from as far as India, and was very well subscribed. Every member that attended made it clear that the event was much needed by all and that the content was both relevant and of a high quality, and helpful to the church in 2020. Feedback and learnings will help form future plans for another conference in 2022.

Online applications and payment system continue to largely ease manual administration processes and rarely do paper applications get used anymore, although they are available. In turn, the membership renewal notices and chasers, which are now mostly emailed to members, allows a much more immediate approach to communications and the annual renewal of memberships.

As the RSCM continues to move into a more digitally able environment, and with its fresh, new, and rebranded resources continuing to develop, it is hoped that the relevancy and more targeted approach to its menu of member benefits will help serve as part of a better and more attractive offer to existing and new members over the next year or two.

DEVELOPMENT

How the RSCM raises voluntary income

NB All auditable charities that raise funds from the public must provide the following information in their trustees' annual report for financial years beginning on or after 1 November 2016:

- *the fundraising approach taken by the charity, or by anyone acting on its behalf, and whether a professional fundraiser or commercial participator carried out any fundraising activities*
- *details of any fundraising standards or scheme for fundraising regulation that the charity has voluntarily subscribed to*
- *details of any fundraising standards or scheme for fundraising regulation that any person acting on behalf of the charity has voluntarily subscribed to*
- *details of any failure by the charity, or by any person acting on its behalf, to comply with fundraising standards or scheme for fundraising regulation that the charity or the person acting on its behalf has voluntarily subscribed to*
- *whether the charity monitored the fundraising activities of any person acting on its behalf and, if so, how it did so*

- *the number of complaints received by the charity, or by a person acting on its behalf for the purposes of fundraising, about fundraising activity*
- *what the charity has done to protect vulnerable people and other members of the public from behaviour which:*
    - *is an unreasonable intrusion on a person's privacy*
    - *is unreasonably persistent*
    - *places undue pressure on a person to give money or other property*

The RSCM appeals for donations directly to its members and existing supporters (by post, and by electronic communication). The RSCM also receives income both directly and through various online giving websites.

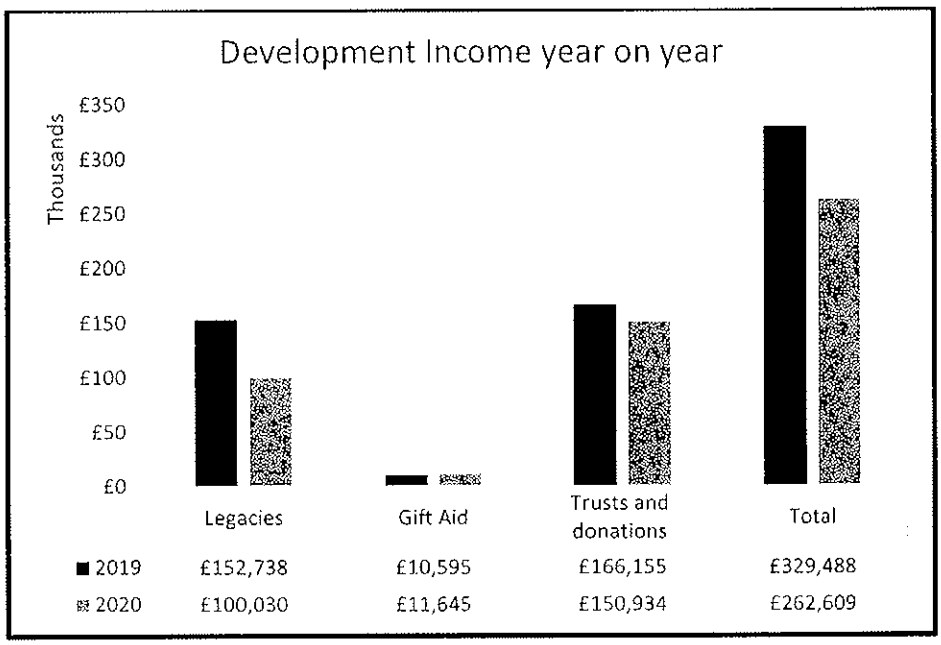
Fundraising is carried out by RSCM staff and volunteers; the latter were inevitably less able to do so much during 2020, but strong plans are now in place for 2021.

In 2020, as previously in 2019, we made use of an external consultant to further our development work. Also as in 2019, there were again no complaints received during 2020 about RSCM fundraising activity. The RSCM protects the privacy of its donors by not sharing any of its data with third parties, except where it is necessary for carrying out its legitimate operations and complies with relevant data protection laws. The RSCM appeals to an individual at most twice in one year and all such appeals are made under the direction of the Director of the RSCM, who is responsible for Development.

2020 Voluntary income

In 2020 individuals, churches, and grant-giving bodies and trusts donated £150,934, (a fall of just over £16,000 on 2019) to support the charitable work of the RSCM. By gift aiding their donations, our supporters contributed a further £11,645 in 2020. In addition, we also received legacies in 2020 totalling £100,030.

Graphed:



The shift of RSCM's activities to online only led to a significant up-shift in audience reach. Large-scale massed services, for Easter Day in April, RSCM Music Sunday in June, and the Big Christmas Carol Service in December resulted in donation income. Music Sunday was notable for being a national service with international reach, with 2000 participants including representation from some 300 UK churches who registered (a further significant increase on the 63 from the previous year); the service included the commissioned anthem *Hymns and psalms and sacred songs*.

The decision was made in January 2020 to change the Development focus for the year to growing our Friends scheme, encouraging individual donations; and developing relationships with potential donors. Planned events, including a celebration of 20 years of our Millennium Youth Choir with fundraising reception, were not able to take place as planned, but planning has continued in preparation for the resumption of face-to-face personal interactions.

Legacy income

Income from gifts in wills continues to provide a significant, if unpredictable, income stream. In 2020 RSCM received £100,030 of which none represented restricted funds. In addition, the

RSCM was in receipt of various donations in memoriam totalling £2,018 of which £625 was restricted.

Grants

The value of grants received in 2020 is £66,000. This represents a decrease on 2019 of £33,875. We are deeply grateful to the Liz and Terry Bramall Foundation for their new commitment to a 5-year funding support for our Education work; and to the ongoing support from Praxis in respect of the RSCM's work in Ministerial Training.

Support from Trusts and Foundations

In addition to supporting the work of the Education Department generally, grant income in 2020 directly supported a number of courses and programmes. The RSCM is deeply grateful to the trusts and foundations, including those who wish to remain anonymous, for their support through both grants and donations. We would like to acknowledge the support of:

- Donald Byford Charitable Trust, The
- G. F. Eyre Charitable Trust, The
- G M Morrison Charitable Trust, The
- Miss Kathleen Beryl Sleigh Charitable Trust, The
- Open Fountain Trust, The
- Ouseley Church Music Trust, The

COMMUNICATION AND MARKETING

The digital landscape for the RSCM has significantly changed over the last twelve months and subsequently so has the way in which we market the RSCM. Engagement with our audiences has increased significantly.

In addition to day-to-day marketing activities to support the breadth of the new services that we now offer (webinars / online lectures / recitals etc.) there have been four key strategic marketing themes that have run throughout the year, and we are increasingly tracking the impact of these and buidling our understanding of audience engagement through use of Google Analytics, both for our e-commerce webshop and for our main website.

2020 Key Marketing Projects to Support RSCM Strategic Goals:

Social Media Development

Engagement continues to increase and we widen our reach further by having a more prominent voice and admin rights to the RSCM Public Group. Our average social media post is now reaching 5,125 (an increase of 63% from 2019).

The challenge is to keep the momentum and audience captive with new engaging content. Work is ongoing on our social media strategy which will feed into 2021 and support the new Business Plan.

We are also retweeting more (relevant) content from young people to help with engagement of a younger audience.

Brand Development Group (marketing group with Council and senior management representation)

Marketing is leading the thinking on the Brand Development Group that meets once a quarter. Various work streams have come out of this including:

- SWOT/PESTLE Analysis (to be used across the RSCM for strategic planning purposes & integration across the Strategic Business Plan)
- Marketing Audit
- Analysis of various RSCM Sub brands
- Improving signage across the website & web-shop

Input into Publishing Group

Marketing is inputting into the Publishing Group who meet once a quarter. The SWOT/PESTLE analysis marketing have completed should be used to help direct & focus the Publishing strategy.

Increased PR

Resulting in a significant increase in press coverage across key media including national coverage with Church Times, The Telegraph, The Times and dialogue with the BBC.

Building Stronger Marketing Relationships with Hymns Ancient and Modern

A successful joint webinar with Hymns Ancient and Modern resulting in income generation and several hundred additional contacts for our mailing list. A further event is planned for 2021.

VOLUNTARY NETWORKS

2020 was a significant, pivotal year for the way in which we organise and administer our local area activity. Following the completion of a piece of consultancy work led by John Halsey, RSCM member for many years (and new trustee in 2020), new Voluntary Areas Terms of Reference were shared with volunteers in June and implementation began in January 2021. The key principles of the revision are to enable effective delivery of the RSCM's mission at local level, ensuring an even geographical spread and inclusion of the full range of our strands of learning, plus enhanced connection to our membership.

As part of this revisioning of our work at local level, the boundaries of some areas in England were adjusted to align more closely with the Church of England's diocesan structure. Our local work is now focussed on 50 areas: 42 in England, four in Wales, and one each in Ireland, Scotland, France & North West Europe.

The Regional Co-ordinator post has been replaced by that of Regional Managers. Six postholders successfully made the transition from the old to the new post, and two additional Regional Managers were recruited. The eight posts are distributed thus: four in England, one in Wales, Ireland and Scotland, and one supporting volunteer teams in France and in North West Europe. The Regional Managers fulfil an essential role in helping ensure a better managed and regulated organisation. The Regional Managers work closely with the Volunteer Administration Manager.

RSCM trustees continue to be enormously grateful for the dedication and hard work of the hundreds of volunteers who enable our mission at local level. In the formation of our new Area Teams, our Regional Managers have carried out a major recruitment drive, and a significant amount of work has been done to ensure a blend of continuing experience and wisdom mixed with new energy and fresh approaches. Wherever they are, our volunteers contribute significantly to RSCM's local outreach and events, provision for members and non-members, and therefore charitable benefit in the field of church music. Our new structure will enable a closer relationship with our education work as we embark on a new and ambitious plan to improve our educational outreach from mid-2021. Our volunteers share the responsibility for keeping the organisation safe, and legally compliant, and during the revisioning a significant amount of work has been done to create bespoke policies to improve our support for volunteers in these areas.

Support structure

The RSCM's Voluntary Forum, which comprised several Area Chairs elected by the members of the Association and attended by the Vice Chair of Council and members of senior staff, is not part of the revised structure as outlined in the Voluntary Areas Terms of Reference and was disbanded in December 2020. In England, the increase in the number of Regional

Managers is intended to improve support for volunteers, with regular regional online meetings taking place. In addition, the Voluntary Administration Manager will offer regular online training sessions for volunteers, and when desirable will arrange for other colleagues to do the same.

Local activity

The effect of the Covid-19 pandemic on our local work is most obviously seen in the impact this had on events organised by local areas. In 2019, 207 events were held in local RSCM areas, spread through the year. By contrast, in 2020, there were no local events from March onwards. RSCM Awards exam sessions were similarly directly affected, with no locally organised sessions being able to take place.

Volunteer Conference

It had been intended to hold a Volunteer Conference in May. This was not possible owing to the pandemic, and instead a meeting of volunteers was held by webinar in June.

Managing risk

The Intranet for Volunteers has been a major resource for supporting volunteers, providing a better format for policies and procedures to be easily available (e.g. Safeguarding, GDPR, Social Media). This will be replaced in 2021 by the RSCM Hub, a Moodle-based platform which we are confident will enable us to increase our level of support. Safeguarding at local events and exam sessions remains a risk, and staff continue assess our practice to make every effort to ensure compliance is met locally.

INTERNATIONAL PARTNER ORGANISATIONS

RSCM now has franchise agreements in place with its five International Partners (Australia, Canada, New Zealand, South Africa, USA). The events of 2020 have served to bring the partners closer together. The Presidents of each of the Partners have met with the RSCM Director a number of times in video calls. The large-scale online services offered by the RSCM in 2020 have intentionally celebrated our international connections, with inclusions from different nations within these; and attendees at some of our online courses and at events such as our lunchtime lectures have been worldwide.

Local activities in each of these geographies has, inevitably, been hit hard in 2020. The intended 5-year programme of RSCM Director visits to each of the Partners had been planned to start from 2020 but is currently postponed. Global shipments of our magazines have also been affected by the pandemic, but are now stabilising again; and the content of the magazine now intentionally includes regular, planned content from across the world.

CELEBRATION DAY AND HONORARY AWARDS

The annual Celebration Day was, through necessity, more innovative in 2020 than originally conceived. A participative, virtual service was led in October from Chichester Cathedral, and also from Wimborne Minster, where the musical items were recorded under COVID-secure conditions by selected members of RSCM Voices South and Voices West. Whilst the experience for Honorands was perhaps less immersive than we might normally expect, it did have the advantage in opening the occasion to a much bigger congregation than usual; and was followed by a virtual reception for honorands and guests.

Certificates for Honorary Awards were presented by the Very Reverend Dr John Hall, KCVO, Chair of the RSCM Council.

In 2020 the RSCM Council made honorary awards to the following people who have made a significant contribution to church music or liturgy internationally, nationally or locally, or in particular to RSCM work, in relation to its published criteria:

FRSCM (Fellow of the Royal School of Church Music)

Ian Church

Marty Haugen

Professor William Renwick

Roger Sayer

The Very Revd Dr Robert Willis

ARSCM (Associate of the Royal School of Church Music)

The Revd Ally Barrett

John Belcher

Ross Cobb

Deon Irish

Richard Madden

Philip Rushforth

HonRSCM (Honorary Member of the Royal School of Church Music)

Gary Cole

The Reverend Canon Dr Nicholas Thistlethwaite

Certificate of Special Service

Jason Abel

Graham Bell

Dr Warren Bourne

Brent Erstad

Haulwen Jones

Tracey Laws

Colin Lynch

Addie Peyronnin

Gordon Pike

Marilyn Prescott

Brendon Quinn

Margaret Redman

Jean Routley

Leslie Ryan

Stephen Sewell

Tony Yates

OPERATIONS, FINANCE, STRATEGY AND GOVERNANCE

Financial Review

The 2020 result has seen further planned expenditure from pre-existing reserves to support one-off costs relating to areas of targeted growth in mission. The previous investments in website and webshop are continuing to benefit and this plays out, mission-wise, in online offerings that are covered elsewhere in this narrative in more detail. We are also continuing to invest in technologies to help RSCM work more efficiently, and the work to replace our essential CRM (customer relationship management) platform with a more modern solution, better geared to today's needs has gathered pace. A decision as to product and provider has been completed, and this will mean moving away from both the earlier product and its provider. There are significant cost savings across time, due to the open-source nature of the product we have chosen, which, by virtue of that fact, discontinues the need to continue paying annual technology licence fees. Also, this means that over time, and again because of the open-source nature of the choice we have made, we can choose between a range of service providers, rather than being permanently tied to one provider. Implementing this decision through 2021 is a major operational initiative and will be repeated in more depth in next year's report.

The pressured financial climate within the sector has prevented RSCM from returning a surplus result for the year. There has also been some significant investment in strategic development in the RSCM's delivery of mission. With that in mind, the Development (Fundraising) structure was strengthened (see 'Development' above), and we benefit from the addition to Council of key skills in this and other areas of the work.

As in previous years, the unrestricted income associated with membership subscriptions and voluntary donations remained broadly static. The question of how the charity nurtures and develops its membership, and thus increases this important source of income, remains under active consideration. There is a need to grow income streams, especially where they deliver both unrestricted and long-run, predictable incomes.

The whole issue of a more structured pricing strategy remains key, whether membership subscriptions, courses, events, or our various publishing offerings. Understanding what "value" means to RSCM's beneficiaries is more important than ever, in a world of declining disposable income for both individuals and for member-churches. Any charity whose own view of "value" differs from that of its beneficiaries is likely to feel the effect of that misalignment in its income stream. RSCM is no exception.

Investment policy

In a turbulent market, and with all the volatility of the Brexit and COVID uncertainties, the relationship with Brewin Dolphin has continued to deliver returns that have been satisfactory. Careful management will continue to be needed in the light of continuing market volatilities.

Reserves policy

With the investment agendas above, and elsewhere in this report, we increasingly seek to maintain a long-term mind-set, able to manage the flow of longer-run projects and programmes with a less volatile and short-term approach to reserves management. The reserves policy remains relevant to revenue and capital management, providing for either income under-runs or expenditure over-runs in any or all the key areas: Membership Income, Publishing, Education, Voluntary Income, and Investment Income.

We continue to work on a closer and clearer alignment of how restricted reserves are invested in the missional activity related to the restriction. This honours the missional desires of those supporters who have given funds to RSCM with specific intentions and instructions in their own mind. The goal is to limit deployment of unrestricted reserves to those areas of spend that can be served only from unrestricted, and from nowhere else.

Total reserves amount to £1,286,249 of which £424,718 is held in endowment funds and £438,177 in restricted funds. Of the unrestricted funds, £17,516 is designated to represent the amount of funds tied up in fixed assets, £8,934 is designated for the development of local voluntary educational activity and £92,780 represents revaluation gains on investments. £10,345 of funds are designated to the Cathedral Organists Association.

The General Fund, or 'free reserves', stands at £293,779, which is in line with the charity's free reserves target of £293,000.

Risk assessment

The Risk Register is updated and reviewed by the Finance and Audit Committee on behalf of Council. Managing down of key risks, measured on a quantitative basis that looks at severity, probability and predictability taken in combination, has continued.

Areas assessed include:

- Safeguarding (detail – see next section)
- Fraud
- Financial Collapse of key income streams
- Strategic IT risks
- Major PR/Media failures
- Unforeseen multiple losses of Council or senior management team-members

Mitigating actions are identified and classified. The resultant levels of residual risk are calculated.

Risk registers are also maintained in terms of our various service-Providers, our Partnering relationships elsewhere, and with respect to the various overseas local bodies who are permitted to use the RSCM brand in USA, Canada, New Zealand, South Africa and Australia.

The formalised agreements referenced in last year's report are now well established and have helped to promote a clearer working-together with these overseas partners.

SAFEGUARDING

This has been a busy year for the safeguarding team. Like other departments, they rose to unexpected challenges presented by the pandemic, and the continued creation of robust policies and procedures expanded to include online courses and events. The Area Revisioning work also gave rise to a new suite of bespoke policies, this time specifically for use with and for our volunteers. In recognition of the increasing need for additional policy work and administrative support, there was a small increase in the hours of the administrative post in the team, as well as an amendment of title to reflect the way in which the post has developed to meet the changing needs of the RSCM.

GOVERNANCE

The current Strategic Plan, completed in March 2019, has continued to underpin the planning work for the charity over the present and future period. It is regularly monitored by both Council and its Finance and Audit Committee. To that end, two additional elements were added to the plan as shown in bold below. The work of the RSCM has changed dramatically in 2020 and so the new Strategic Plan, which will be drawn up during the second half of 2021, will be able to build upon the obvious missional progress of the organisation.

Our vision is: A Church drawn closer to God through music

Our mission: The Christian faith underpins everything we do; and as the Heart and Home of church music, the RSCM promotes "the study, practice and improvement of music and other matters relevant to the conduct of Christian worship."

The five principal strands of the plan comprise:

1. Influence the church, and wider society
2. Advance our mission
3. Build Financial Sustainability
4. Develop Effective Communications
5. Optimise our impact through technology

One level down from this, the following table shows how these five high-level strands take shape:

Strand 1 **Influence both the church and society beyond it**	**Strand 2** **Advance our mission**	**Strand 3** **Build Financial Sustainability**	**Strand 4** **Develop Effective Communications**	**Strand 5** **Optimise our impact through technology**
a) Representation in relevant places of our work and mission b) Develop relationships with key policy-makers c) Engage with key media d) Influence clergy programmes	a) Relevant, desirable membership benefits b) Relevant, coherent education programme c) Broad and balanced training provision d) Relevant, coherent publications programme e) A source of help and support f) Website content development **g) Creating Development opportunities** h) **Effective Safeguarding**	a) Cost control b) Cultivate existing membership c) Increase membership d) Grow grant and voluntary income e) Re-focus legacies income f) Fund core costs from regular income g) Improve & diversify income streams (including trading)	a) Supply regular editorial to external recipients b) Develop relationship with church communications channels c) Develop new communication pathways d) Develop role as a influencer e) Improve internal communications	a) Website/web shop/intranet b) Technology as a tool for learning c) Online publishing – unlocking potential d) Better use of social media as a tool for interactive learning e) RSCM app(s)

A business plan informs the planning of senior management, together with Council, and is further supported by detailed project plans which allow new work to be planned and delivered effectively, focused on achieving impact; this is in addition to the ongoing, regular work of the different departments.

Council and Honorary Advisors.

Full principles for the organisation structure of the RSCM are contained within the charity's governance document. The Charity is overseen by a Council of trustees. Decisions are taken by Council or by staff on such delegated terms as Council approves. Generally, strategic decisions are taken by Council, and the day to day management of the charity is delegated by Council to the Director and two Deputy Directors who are considered key management.

The members of Council are the Trustees of the charitable assets and activities of the Company and are the Directors of the Company for the purposes of Company Law. The number of Council members is now limited to sixteen, and Members of Council are recruited with a view to Council's overall balance of skills and interests. New members of Council are supplied with an induction pack, including among other items the Charity Commission's The Essential Trustee, the RSCM's Memorandum and Articles of Association, and the current business plan and published accounts, and are informally briefed by the Chairman with regard to the requirements of the role. All Council members are kept informed as to key governance-related issues by the Secretary to Council. Budget provision is made for ongoing training for all members of Council.

The Council and staff have access to Honorary Advisors who are available to support decision making at Council level.

Smaller *ad hoc* working groups consisting of appropriately skilled members of Council and Senior Officers are formed to consider specific issues in preparation for Council meetings. In 2019, these included the Finance and Audit Committee, an IT steering group, Publishing Group, Brand Development and Marketing group, Safeguarding group, and Development committee.

Members of Council are covered by the RSCM's indemnity insurance, subject to normal exclusions, in the event of a personal liability arising to them in their capacity as trustees of the Charity. This cover is provided as part of a combined insurance policy and the amount of the premium applicable to Trustees' indemnity cannot be quantified.

All trustees give of their time freely and received no remuneration during the year. Summary details of any incidental expenses claimed during the year are documented elsewhere in note 7 to these accounts.

Senior staff remuneration (the Director and the two Deputy Directors) is reviewed annually as part of, and commensurately with, any annual salary review for all payroll staff. Some account may sometimes be taken of recognised indices such as RPI and CPI in determining any such general annual review, but any percentage increase for staff, including the three senior posts, will be determined at least as much by projected affordability, as by reference to any such published or otherwise recognised index.

Audit Information

So far as each of the directors at the time the Report of Council is approved is aware:

a) there is no relevant information of which the auditors are unaware; and

b) they have taken all relevant steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Statement of Council Responsibilities

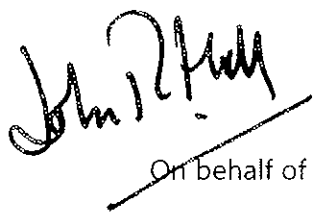
Council (who are also directors of the Royal School of Church Music for the purposes of company law) are responsible for preparing the Report of the Council and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

Company law requires Council to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and of the outgoing resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, Council are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

Council are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Council's report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.



On behalf of Council

The Very Reverend Dr John Hall KCVO

Chairman of Council

Opinion
We have audited the financial statements of The Royal School of Church Music (the "Charity") for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 December 2020 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information
The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Directors' Report and take advantage of the small companies exemption from the requirement to prepare a Strategic Report.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit, in respect to fraud, are to identify and assess the risks of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

In identifying and assessing risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures include the following:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and those laws and regulations that had a direct effect on the financial statements through discussions with trustees and management. The key laws considered are FRS102, the Charities Act and the Companies Act 2006.
- We understood how the company is complying with those frameworks by making enquires of management and we corroborated our enquiries by reviewing Board minutes.
- We assessed the susceptibility of the company's financial statements to material misstatement, including how fraud might occur, by making enquiries of management as to where they considered there was a succeptibilty to fraud, their knowledge of actual, suspected and alleged fraud and by considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations and we have evaluated opportunities for fraudulent manipulation of the financial statements including management override.
- Based on this understanding we designed our audit procedures to identify non-compliance with the laws and regulations identified above, which included, but were not limited to, identifying and testing journal entries made during the year and at the year-end and agreeing financial statement disclosure to underlying supporting documentation.

There are inherent limitations in the audit procedures described above, and there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

Use of our report

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

S A Sullivan FCA

Susan Sullivan FCA (Senior Statutory Auditor)
For and on behalf of Rothmans Audit LLP
Chartered Accountants & Statutory Auditors
Avebury House
6 St Peter Street
Winchester
Hampshire
SO23 8BN

Date: 19th July 2021

The Royal School of Church Music
(Company No:00250031)
Statement of Financial Activities (including the Income and Expenditure Account)
For the year ended 31 December 2020

		Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2020 £	Total Funds 2019 £
Income and Endowments from:						
Donations and legacies	2a	196,004	66,605	-	262,609	329,487
Income from charitable activities:						
Membership Income		539,221	-	-	539,221	540,146
Education & Outreach		14,899	550	-	15,449	121,296
Publication sales & royalties		203,662	-	-	203,662	400,388
Area committees		22,255	-	-	22,255	116,471
Investment Income	2b	8,742	20,263	-	29,005	33,516
Other Income	2c	27,455	-	-	27,455	11,342
Total Income		1,012,238	87,418	-	1,099,656	1,552,646
Expenditure on:						
Raising funds	3	105,280	-	-	105,280	101,337
Charitable activities						
Membership services	3	259,932	-	-	259,932	271,892
Education & Outreach	3	246,139	68,420	-	314,559	467,679
Publications	3	335,347	-	-	335,347	452,327
Area committees	3	267,609	-	-	267,609	346,888
Total expenditure		1,214,307	68,420	-	1,282,727	1,640,123
Net income/(expenditure)		(202,069)	18,998	-	(183,071)	(87,477)
Transfers between funds		(1,846)	1,846	-	-	-
Net Gains/(losses) on investments	10	3,370	3,174	4,964	11,508	118,449
Net movement in funds		(200,545)	24,018	4,964	(171,563)	30,972
Reconciliation of funds:						
Total funds brought forward	15	623,899	414,159	419,754	1,457,812	1,426,840
Total funds carried forward	15	**423,354**	**438,177**	**424,718**	**1,286,249**	**1,457,812**

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derives from continuing activities.

The notes on pages 34 to 47 form part of these financial statements

The Royal School of Church Music
(Company No:00250031)
Balance Sheet
For the year ended 31 December 2020

	Notes	2020 £	2019 £
Fixed Assets			
Intangible assets	8	61,923	79,309
Tangible assets	9	17,516	15,084
Investments	10	973,218	890,177
Total fixed assets		1,052,657	984,570
Current Assets			
Stock	11	138,936	164,944
Debtors	12	106,559	104,132
Areas' cash at bank and in hand		97,062	175,774
Cash at bank and in hand		104,315	186,749
Total current assets		446,872	631,599
Liabilities			
Creditors: Amounts falling due within one year	13	213,280	158,357
Net current assets		233,592	473,242
Total net assets		1,286,249	1,457,812
The funds of the charity:			
Endowment funds	15,16	424,718	419,754
Restricted Funds	15,17	438,177	414,159
Unrestricted Funds	15,18	423,354	623,899
Total Charity Funds		1,286,249	1,457,812

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the trustees on 15-6-21 and were signed on their behalf by:

The Very Rev'd Dr John Hall - Chairman of Council

The notes on pages 34 to 47 form part of these financial statements

The Royal School of Church Music
(Company No:00250031)
Cash Flow Statement
For the year ended 31 December 2020

	Notes	2020 £	2019 £
Cash flows from operating activities			
Cash generated from operations	CF1	63,121	(71,417)
Net cash provided by (used in) operating activities		63,121	(71,417)
Cash flows from investing activities:			
Purchase of intangible fixed assets		(18,431)	(48,392)
Purchase of tangible fixed assets		(11,343)	(3,407)
Purchase of fixed asset investments		(241,388)	(81,456)
Sale of fixed asset investments		58,388	122,541
Cash withdrawn from investment portfolio		(6,982)	8,436
Interest received		(354)	706
Investment dividends received		(4,157)	32,810
Net cash provided by (used in) investing activities		(224,267)	31,238
Change in cash and cash equivalents in the reporting period		(161,146)	(40,179)
Cash and cash equivalents at the beginning of the reporting period		362,523	402,702
Cash and cash equivalents at the end of the reporting period	CF2	201,377	362,523

CF1. Reconciliation of Net Income to Net Cash Flow from Operating Activities

	2020 £	2019 £
Net movement in funds for the reporting period *(as per the statement of financial activities)*	(171,563)	30,972
Depreciation and amortisation charges	44,728	52,850
Gain on investments	106,941	(118,449)
Interest received	4,511	(33,516)
Decrease in debtors	(2,427)	4,093
Increase / (Decrease) in creditors	54,923	7,725
(Increase) / Decrease in stocks	26,008	-
Net cash provided by (used in) operating activities	63,121	(56,325)

CF2. Analysis of cash and cash equivalents

	2020 £	2019 £
Cash in hand	201,377	362,523
Total cash and cash equivalents	201,377	362,523

The Royal School of Church Music is a charitable company, limited by guarantee, registered in England and Wales. Its registered office and principle place of business is 19 The Close, Salisbury, Wiltshire SP1 2EB

1. Principal Accounting Policies

a) Basis of accounting

The financial statements of the Charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) second edition 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', the Companies Act 2006 and the Charities Act 2011. The financial statements have been prepared under the historical cost convention except that investments are carried at market value.

The financial statements are prepared in sterling which is the functional and presentational currency of the Charity. The financial statements are rounded to the nearest pound.

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

There are no significant judgements which affect the amounts recognised in these financial statements. With respect to the next reporting period, the most significant areas of estimation uncertainty that affect the carrying value of assets held by the Charity are the level of investment return and the performance of investments.

b) Periods Covered

The accounts cover the year to 31 December 2020, with comparatives for the year to 31 December 2019.

c) Area Committees

These financial statements consolidate the income and expenditure of RSCM Area Committees, which arrange local training activities throughout the UK, on a line by line basis. The net assets of the committees, most of which are held in cash, are shown separately on the balance sheet as the Trustees believe this method is the closest to a true and fair view.

d) Legal Status of the Charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £1.

e) Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Unrestricted funds include a revaluation reserve representing the restatement of investment assets at market values.

Designated funds are unrestricted funds that have been set aside by the trustees for particular purposes

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

Endowment funds represent those assets which must be held permanently by the Charity. Income arising on the endowment fund is included as restricted income. Any capital gains or losses arising on the investments form part of the fund.

f) *Incoming resources*

All incoming resources are recognised once the charity has entitlement to the resources, it is certain that the resources will be received and the monetary value of incoming resources can be measured with sufficient reliability. The following policies are applied to particular categories of income:

- Voluntary income received by way of grants, donations and legacies is recognised when the charity's entitlement has been ascertained, the conditions for receipt have been met and the amount can be quantified with reasonable accuracy. Donations are deferred where the donor has imposed conditions that specify the time period in which the expenditure of resources can take place.
- Government grants are recognised using the performance model and grants which have specified future performance-related conditions are initially recognised as a liability and are released to income only when the related conditions are met. Grants which have no performance-related conditions are recognised when the proceeds are received or receivable.
- Investment income is recognised when receivable by the charity.
- Membership income is received annually in advance and the amount relating to the next financial year is carried forward as deferred income.
- Income from education, outreach and publication sales and royalties is recognised in the period it is receivable. Fees received in relation to courses occurring after the balance sheet date are carried forward as deferred income.
- The charity does not receive any donated goods, facilities or services. In accordance with the Charities SORP the contribution of general volunteers is not recognised within these financial statements. Details of the role played by general volunteers are given in the Trustee's Report.

g) Expenditure

Expenditure is recognised on an accruals basis when a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs are included within support costs and include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- Costs are allocated to the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly and where costs cannot be directly allocated they are apportioned using staff costs, as set out in note 3.

h) Foreign Currencies

Monetary assets and liabilities in foreign currencies are translated into sterling at the rates of exchange prevailing at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange prevailing at the date of the transaction. Exchange variances are taken into account when arriving at the net income or expenditure for the year.

i) Pension Contributions

Contributions in respect of the charity's defined contribution pension scheme are charged to the SOFA in the year in which they are payable to the scheme. Differences between contributions payable and contributions actually paid in the year are included within other creditors at the year-end. The costs of the defined contribution scheme are charged to the unrestricted funds of the charity using the methodology set out in note 1g.

j) Fixed Assets

Fixed assets (excluding investments) are stated at cost less depreciation/amortisation. Assets below £100 are not capitalised. Depreciation and Amortisation are provided on a straight line basis over the estimated useful economic life of each asset, which is considered to be:

Major software packages	4 years
Other computer hardware & software	3 years
Other furniture, plant & equipment	5 years
Copyrights & publication rights	3-5 years
Website & webshop	3-5 years

The useful economic lives of theses assets are the periods over which it is anticipated that they will continue to generate an appreciable amount of income for the organisation. Impairment reviews are carried out as and when evidence comes to light that the recoverable amount of a functional fixed asset is below its net book value due to damage, obsolescence or other relevant factors.

k) Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year. All gains and losses are taken to the statement of financial activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value. Unrealised gains and losses are calculated as the difference between the opening and closing market value. Realised and unrealised gains and losses are not separated in the statement of financial activities.

l) Stock

Stocks of publications are valued at the lower of cost or net realisable value, after providing for slow-moving items.

m) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at cost which is time-apportioned over the period to which the expenses relate.

n) Creditors and provisions

Creditors and provisions for liabilities and charges are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

o) Operating Leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA as they are incurred.

p) Taxation

The charity is exempt from tax on income and gains falling with section 505 of the Taxes act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

2. Incoming resources	**2020**	**2019**
	£	**£**
a) Donations and legacies		
Grants and donations	144,154	151,585
Affiliate fundraising	16,078	25,164
Friends income	2,347	-
Legacies	100,030	152,738
	262,609	329,487
b) Investment income		
Listed investments	28,653	32,810
Interest on cash deposits	352	706
	29,005	33,516
c) Other incoming resources		
Commission	1,759	3,966
Sundry income	25,696	7,376
	27,455	11,342

Sundry Income includes £19,939 of coronavirus relief grants received from the UK Government under the coronavirus job retention scheme and local support grant schemes (2019: £Nil).

3. Total resources expended

	Direct costs	**Support Costs**	**Total 2020**	**Total 2019**
	£	**£**	**£**	**£**
Costs of Generating Funds				
Fundraising	82,249	17,782	100,031	94,345
Investment management	5,249	-	5,249	6,992
Expenditure on Charitable Activities				
Membership	231,599	28,333	259,932	271,892
Education and development	252,313	62,246	314,559	467,679
Publications	312,506	22,841	335,347	452,327
Area Committees	218,516	49,093	267,609	346,888
	1,102,432	180,295	1,282,727	1,640,123

Support costs constitute central management and administrative costs which are necessarily incurred to enable the charity to carry out its activities. These costs have been allocated to the charity's charitable activities and fundraising on the basis of staff costs. They are made up as follows:

	Fundraising	**Membership**	**Education**	**Publication**	**Areas**	**2020**	**2019**
	£	**£**	**£**	**£**	**£**	**£**	**£**
Office costs	14,736	23,479	51,582	18,928	40,682	149,407	181,937
Professional fees	502	800	1,758	645	1,387	5,092	80
Finance costs	60	95	209	77	165	606	5,013
Depreciation	913	1,455	3,196	1,173	2,520	9,257	17,815
Amortisation	523	834	1,832	672	1,445	5,306	5,307
Governance	1,048	1,670.00	3,669	1,346	2,894	10,627	15,838
	17,782	28,333	62,246	22,841	49,093	180,295	225,990

4. Governance Costs

	2020 £	2019 £
Allocated staff costs	-	2,495
Governance meetings and expenses	3,063	5,886
Auditors fees - audit	4,734	4,500
Auditors fees - non-audit services	2,830	2,957
	10,627	15,838

5. Net income / (expenditure for year)

This is stated after charging:	2020 £	2019 £
Depreciation	8,911	14,781
Amortisation	35,817	38,069
Auditors remuneration - audit	4,734	4,500
Auditors remuneration - accountancy services	2,830	2,957

In 2019 and 2020 audit services were provided by Rothmans Audit LLP and accountancy services were provided by Rothmans LLP, a partnership associated with Rothmans Audit LLP.

6. Staff Costs

Total staff emoluments for the year were as follows:	2020 £	2019 £
Gross salaries and wages	584,131	569,240
Social security	41,702	42,028
Employers contributions to defined contribution pension schemes	28,757	28,225
	654,590	639,493

No employees had total emoluments above £60,000 (2019: no employees).

The total remuneration, including employer national insurance and pension contributions, of the key management personnel was £68,684 (2019: £164,5868).

The average monthly head count of employees in the year was as follows:

Membership	2	2
Education and development	11	12
Publications	3	3
Governance and fundraising	16	12
	32	29

7. Trustee remuneration and related party transactions

The charity trustees were not paid any remuneration, nor received any other benefits from employment with the Charity during the year. Travel and training costs amounting to £859 (2019: £5,425) were reimbursed to 2 (2019:10) members of Council. There are no other related party transactions in the reporting period that require disclosure.

8. Intangible fixed assets

	Copyrights & publication rights	Website & Webshop	Total
	£	£	£
Cost			
As at 1 January 2020	102,512	48,282	150,794
Additions	18,431	-	18,431
Disposals	-	-	-
As at 31 December 2020	120,943	48,282	169,225
Amortisation			
As at 1 January 2020	59,836	11,649	71,485
Charge for the year	24,394	11,423	35,817
Elimination on disposal	-	-	-
As at 31 December 2020	84,230	23,072	107,302
Net Book Value			
As at 31 December 2020	36,713	25,210	61,923
As at 31 December 2019	42,676	36,633	79,309

9. Tangible fixed assets

	Furniture & Equipment
	£
Cost	
As at 1 January 2020	222,750
Additions	11,343
Disposals	-
As at 31 December 2020	234,093
Depreciation	
As at 1 January 2020	207,666
Charge for the year	8,911
Elimination on disposal	-
As at 31 December 2020	216,577
Net Book Value	
As at 31 December 2020	17,516
As at 31 December 2019	15,084

The Royal School of Church Music owns a collection of books and manuscripts which were a bequest from its founder, Sir Sidney Nicholson, and which are currently held at Westminster Abbey on their behalf. These items, which have been valued for insurance purposes at £159,000, are not included in the financial statements as there is inherent uncertainty as to the Charity's interest in them and therefore their valuation.

10. Fixed assets investments

	2020 £	2019 £
Market value at 1 January 2020	890,177	821,249
Additions at cost	122,939	81,456
Disposals at carrying value	(58,388)	(122,541)
Increase/(decrease) in cash	6,982	(8,436)
Net gain/(loss) on revaluation	11,508	118,449
Market value at 31 December 2020	973,218	890,177
Investments at market value comprised:		
UK listed investments	452,560	468,021
Overseas listed investments	500,738	409,218
Other investments	-	-
Cash on deposit	19,920	12,938
	973,218	890,177
Historical cost as at 31 December 2020		
Listed investments	732,523	644,309
Cash with investments manager	19,921	12,938
	752,444	657,247

11. Stock

	2020 £	2019 £
Goods for resale	138,936	164,944
	138,936	164,944

12. Debtors

	2020 £	2019 £
Trade debtors	76,001	75,329
Other debtors	25,601	19,300
Prepayments and accrued income	4,957	9,503
	106,559	104,132

13. Creditors - amounts falling due within one year

	2020 £	2019 £
Trade creditors	34,016	27,202
Other creditors	107,284	41,789
Accruals	8,947	10,060
Deferred income	63,033	79,306
	213,280	158,357

14. Deferred Income

Deferred income comprises the portion of membership subscriptions that relate to periods after the balance sheet date, income received for courses occurring after the year-end and donations where donors have imposed conditions that specify the time period in which the donation should be used.

	Friends	Membership	Courses	Other Income	Total
	£	£	£	£	£
Balance Brought Forward	-	73,015	6,243	48	79,306
Amount released to incoming resources	-	(73,015)	(6,243)	(48)	(79,306)
Amount deferred in the year	85	53,516	7,994	1,438	63,033
Balance Carried Forward	85	53,516	7,994	1,438	63,033

15. Analysis of net assets between funds

Fund balances are represented by:	Endowment Funds	Restricted Funds	Unrestricted Funds	Total
	£	£	£	£
Intangible fixed assets	-	-	61,923	61,923
Tangible fixed assets	-	-	17,516	17,516
Fixed asset investments	424,718	278,969	269,531	973,218
Net current assets	-	159,208	74,384	233,592
Total net assets	424,718	438,177	423,354	1,286,249

Analysis of net assets between funds - previous year

Fund balances are represented by:	Endowment Funds	Restricted Funds	Unrestricted Funds	Total
	£	£	£	£
Intangible fixed assets	-	-	68,986	68,986
Tangible fixed assets	-	-	26,458	26,458
Fixed asset investments	370,461	86,072	364,716	821,249
Net current assets	-	292,364	217,783	510,147
Total net assets	370,461	378,436	677,943	1,426,840

16. Endowment funds

The capital of the Endowment Funds, which form part of the investment portfolio, cannot be spent. The funds have been given to the charity by way of donations, legacies and memorial appeals to be invested to provide income for the purposes detailed below:

	Fund B/Fwd	Income	Expenditure	Transfers	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas development fund (For overseas travel and development)	32,624	-	-	-	386	33,010
Hymns Ancient & Modern Lectureship Fund (To help pay for lecturers on RSCM courses)	32,797	-	-	-	388	33,185
Harold Smart Competition Fund (To fund an annual competition for composers)	11,900	-	-	-	141	12,041
To provide grants to students attending RSCM courses:						
Hubert Crook and other bursary funds	169,690	-	-	-	2,006	171,696
Wiles Family Bequest	93,660	-	-	-	1,108	94,768
The Minsall-Jones Bequest	60,834	-	-	-	719	61,553
Derek Marsden Fund for educational bursaries	18,249	-	-	-	216	18,465
	419,754	-	-	-	4,964	424,718

Endowment Funds - Previous year

	Fund B/Fwd	Income	Expenditure	Transfers	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas development fund (For overseas travel and development)	28,793	-	-	-	3,831	32,624
Hymns Ancient & Modern Lectureship Fund (To help pay for lecturers on RSCM courses)	28,946	-	-	-	3,851	32,797
Harold Smart Competition Fund (To fund an annual competition for composers)	10,502	-	-	-	1,398	11,900
To provide grants to students attending RSCM courses:						
Hubert Crook and other bursary funds	149,763	-	-	-	19,927	169,690
Wiles Family Bequest	82,661	-	-	-	10,999	93,660
The Minsall-Jones Bequest	53,690	-	-	-	7,144	60,834
Derek Marsden Fund for educational bursaries	16,106	-	-	-	2,143	18,249
	370,461	-	-	-	49,293	419,754

17. Restricted funds

Restricted funds include income from endowments, legacies and donations subject to specific instructions on how they may be spent, as indicated below. The accumulated income from endowments and other restricted donations and legacies are allocated a proportion of the general investment portfolio, unless it is expected that a legacy or donation will be applied in accordance with the wishes of the donor within a reasonable period of receipt.

	Fund B/Fwd	Income	Expenditure	Transfers	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas Development Fund Income	3,661	1,031			28	4,720
Hymns A & M Lectureship Fund Income	9,440	1,146			72	10,658
Harold Smart Fund Income	6,705	478			51	7,234
Hubert Crook and other Bursary Funds	41,788	5,792			320	47,900
Wiles Family Bequest income fund	20,807	3,155			159	24,121
The Minsall-Jones Income Fund	10,541	1,992			81	12,614
Derek Marsden Fund for Education	3,162	597			24	3,783
Regional development in specific areas	1,091	21			9	1,121
Bursaries for Cathedral Courses	19,223	367			147	19,737
Bursaries for RSCM study programmes	6,630	126			51	6,807
Liz & Terry Bramall	-	60,000	(60,000)			-
The Norman Kirkham Fund for organ scholarships	2,181	42			17	2,240
RSCM Voices general bursaries fund	1,051	20			8	1,079
John Pilling Trust Fund - RSCM Voices	2,271	43			18	2,332
K Guppy Fund for training/support of boy choristers	49,537	945			382	50,864
K Guppy Income Fund for training of boy choristers	-				-	-
Parish Organ Scholarships Project	5,104	97			39	5,240
Post-Ordination clergy training project	7,496	143			58	7,697
The Headley Trust bursaries grant for young people	100	2			1	103
PA Mason Memorial Fund for courses	32,567	621			249	33,437
PA Mason Memorial Income Fund	-					-
MB MacAuley Fund for choir training	137,289	2,619			1,049	140,957
DF Todd Fund	35,741	682			273	36,696
Cathedral Courses Income Fund	3,063	58			23	3,144
The Patrons' Fund 2017	79	2			-	81
Ouseley Trust	2,091	40			16	2,147
Area funds	10,503	200			80	10,783
Pipeline Organ Scholarship	2,038	571	(2,420)		9	198
The Praxis Grant for Education	-	6,000	(6,000)		-	-
Oglethorpe Fund for bursaries for young choristers	-	628		1,846	10	2,484
	414,159	87,418	(68,420)	1,846	3,174	438,177

The transfers above consolidate donations received in 2019 with additional donations received in 2020 which the donor requested be used to form the Oglethorpe Fund for bursaries for training young choristers.

17. Restricted Funds (continued...)

Restricted Funds - previous year

	Fund B/Fwd	Income	Expenditure	Transfers	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas Development Fund Income	3,155	1,110	(800)	-	196	3,661
Hymns A & M Lectureship Fund Income	7,684	1,211	-	-	545	9,440
Harold Smart Fund Income	5,796	498	-	-	411	6,705
Hubert Crook and other Bursary Funds	36,802	6,173	(3,666)	-	2,479	41,788
Wiles Family Bequest income fund	16,303	3,348	-	-	1,156	20,807
The Minsall-Jones Income Fund	7,862	2,122	-	-	557	10,541
Derek Marsden Fund for Education	2,359	636	-	-	167	3,162
Regional development in specific areas	1,000	20	-	-	71	1,091
Bursaries for Cathedral Courses	19,220	359	(1,660)	-	1,304	19,223
Bursaries for RSCM study programmes	6,080	119	-	-	431	6,630
Liz & Terry Bramall	-	75,000	(75,000)	-	-	-
The Norman Kirkham Fund for organ scholarships	2,000	39	-	-	142	2,181
RSCM Voices general bursaries fund	964	19	-	-	68	1,051
John Pilling Trust Fund - RSCM Voices	4,000	59	(2,000)	-	212	2,271
K Guppy Fund for training/support of boy choristers	39,926	887	-	5,503	3,221	49,537
K Guppy Income Fund for training of boy choristers	5,503	-	-	(5,503)	-	-
Parish Organ Scholarships Project	4,681	91	-	-	332	5,104
Post-Ordination clergy training project	6,875	134	-	-	487	7,496
The Headley Trust bursaries grant for young people	91	2	-	-	7	100
PA Mason Memorial Fund for courses	26,926	583	-	2,940	2,118	32,567
PA Mason Memorial Income Fund	2,940	-	-	(2,940)	-	-
MB MacAuley Fund for choir training	126,627	2,466	(755)	-	8,951	137,289
DF Todd Fund	32,777	640	-	-	2,324	35,741
Cathedral Courses Income Fund	2,808	55	-	-	200	3,063
The Patrons' Fund 2017	73	1	-	-	5	79
Ouseley Trust	-	4,020	(2,000)	-	71	2,091
Area funds	9,632	188	-	-	683	10,503
To support the Cathedral Organists Association	6,352	-	-	(6,352)	-	-
Pipeline Organ Scholarship		4,448	(2,479)	-	69	2,038
The Praxis Grant for Education		7,500	(7,500)			-
	378,436	111,728	(95,860)	(6,352)	26,207	414,159

The transfers in relation to the PA Mason Memorial Fund and K Guppy Fund consolidate funds which were subject to identical restrictions. The transfer of £6,352 from the Cathedral Organists Fund is explained in Note 18.

18. Unrestricted funds

	Fund B/Fwd £	Income £	Expenditure £	Transfers £	Gains & Losses £	Fund C/Fwd £
Designated funds:						
Fixed assets	15,084	11,343	(8,911)			17,516
Area development	8,934					8,934
Areas funds	199,064	18,004	(25,435)	(191,633)		-
Fair value reserve	89,410				3,370	92,780
Cathedral Organists Association	9,803	3,705	(3,163)			10,345
General fund	301,604	979,186	(1,176,798)	189,787	-	293,779
	623,899	1,012,238	(1,214,307)	(1,846)	3,370	423,354

Unrestricted Funds - previous year

	Fund B/Fwd £	Income £	Expenditure £	Transfers £	Gains & Losses £	Fund C/Fwd £
Designated funds:						
Fixed assets	26,458	-	(14,781)	3,407	-	15,084
Area development	9,334	-	(400)	-	-	8,934
Areas funds	192,919	116,470	(108,476)	(1,849)	-	199,064
Fair value reserve	46,461	-	-		42,949	89,410
Cathedral Organists Association	-	19,514	(16,063)	6,352	-	9,803
General fund	402,771	1,304,934	(1,404,543)	(1,558)	-	301,604
	677,943	1,440,918	(1,544,263)	6,352	42,949	623,899

As at 31 December 2003, Council created a fund designated to represent fixed assets. Fixed asset additions are transferred to the fund and depreciation is charged to the fund.

As at 31 December 2010, Council created a fund designated for Area Development. £30,000 was transferred from the general fund to provide underwriting or grant support for Area education and outreach programmes where the necessary funds are not available locally. No grants were paid to areas from this fund in 2020 (2019 - 1)

Area funds comprised the net assets of the RSCM Area Committees who arrange local training activities for the charity. As part of the charity's review of the Area structure (as described in the Trustees report), it was determined that these funds no longer needed to be kept seperately and should form part of the charity's general reserves. A transfer has therefore been made to release the remaining balance to the general fund.

The Fair value reserve comprises the net revaluation gains on investments held by the charity.

The Cathedral Organists Association is part of the Royal School of Church Music but operates within a separate framework within the overall governance arrangements of the Charity; the trustees take the view that this level of operational independence is best recognised by identifying the funds relating to the Cathedral Organists Association as a designated fund as those funds will be used only for the Association's purposes. In previous years the fund was classified as a restricted fund, but in 2019 the trustees concluded that this was no longer appropriate as none of the current funds were subject to restrictions when received.

The general fund represents those funds which are unrestricted and not designated for other purposes.

19. Operating lease commitments

At 31 December 2020, the Charity had total commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2020	2019
	£	£
Due within one year	23,958	40,123
Due between one and five years	19,708	18,458
Due in more than five years	-	-
	43,666	58,581

20. Pension Commitments

The charity operates a defined contributions scheme on behalf of its employees. The RSCM contributes a minimum of 5% of each members gross salary into the scheme where the member contributes a minimum of 3% of gross salary. The assets of the scheme are held separately from the charity in a fund administered by Aegon. The annual pension commitment under this scheme is £28,757 (2019: £28,225). No contributions, including employee contributions, were outstanding at the balance sheet date (2019: £4,223).

21. Comparative Statement of Financial Activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2019 £
Income and Endowments from:				
Donations and legacies	238,558	90,929	-	329,487
Income from charitable activities:				
Membership Income	540,146	-	-	540,146
Education & Outreach	121,296	-	-	121,296
Publication sales & royalties	400,388	-	-	400,388
Area committees	116,471	-	-	116,471
				-
Other incoming resources	12,717	20,799	-	33,516
Investments	11,342	-	-	11,342
Total Income	1,440,918	111,728	-	1,552,646
Expenditure on:				
Raising funds	101,337	-	-	101,337
Charitable activities				
Membership Income	271,892	-	-	271,892
Education & Outreach	371,819	95,860	-	467,679
Publication sales & royalties	452,327	-	-	452,327
Area committees	346,888	-	-	346,888
Total expenditure	1,544,263	95,860	-	1,640,123
Net income/(expenditure)	(103,345)	15,868	-	(87,477)
Transfers between funds	6,352	(6,352)	-	-
Gains/(losses) on investments	(533)	(325)	(612)	(1,470)
Unrealised gains/(losses) on investments	43,482	26,532	49,905	119,919
Net movement in funds	(54,044)	35,723	49,293	30,972
Reconciliation of funds:				
Total funds brought forward	677,943	378,436	370,461	1,426,840
Total funds carried forward	**623,899**	**414,159**	**419,754**	**1,457,812**