



Charity No 1129485

Report and Accounts of the Trustees of Leyland Band

Year Ending 31<sup>st</sup> March 2022

**Charity Principal Address**

75 River View  
Tarleton  
PR4 6ED

**Chris Doran**

Chairman

**Andrew Blackledge**

Treasurer

**Jan Doran**

Assistant Treasurer/Patrons Officer

**Independent Examiner**

Eric Rigby

**Type of Organisation**

Association

**Type of Governing Document**

Constitution

**Trustees Report prepared by Andrew Blackledge**

For and on behalf of the Trustees of Leyland Band  
27<sup>th</sup> January 2022

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## Introduction

This is the thirteenth Report of the Trustees of Leyland Band. Charitable status continues to develop a disciplined approach to management of the organisation and the Trustees acknowledge this to be a positive outcome of the process. This Report summarises the status, activities and financial status of the organisation in the reporting year.

## Aims and Objectives

***The object of the band is to advance the education of the public in the United Kingdom and throughout the World, in the art and science of British Brass Band Music through the provision of public band concerts and recitals and training in Brass Band Music***

## Trustees

Trustees of Leyland Band are appointed 'ex officio' (virtue of office) as outlined in the constitution. As members of the committee, Trustees are actively engaged in the normal running of the organisation. In addition to normal management meetings the Trustees meet independently on a regular basis to review the strategic direction of the organisation, monitor cash flow and approve specific items of expenditure outside normal operational requirements. This is reported at management meetings and appropriate decisions taken considering the experience and advice of the Trustees. This allows the management committee and Trustees to ensure that both short term and long-term objectives and issues are being dealt with to time and cost.

The following Trustees were active during the reporting Period

<b>Name</b>	<b>Office</b>
Chris Doran	Chairman
Andrew Blackledge	Treasurer
Jan Doran	Patrons Officer/Assistant Treasurer

Trustees have been appointed by the committee based on professional experience and added value to the organisation. The Trustees are minded of the need to ensure any new Trustees appointed at AGM are fully aware of their responsibilities.

## Status

This financial year activity is split 50:50 between suspended activity due to COVID 19 and the resumption normal activity in September 2021.

On resumption of activity in September 2021 the band had lost a significant number of players due to reassessment of life values, job changes and the returning of students to home countries. The band needed to recruit c12 players and embark on careful rebuilding following enforced absence. Recruitment was gradual but full complement was reached by beginning of January 2022. This is a credit to the individuals who continued to support the organisation and the concerted effort to recruit players of the necessary calibre. This was done with

the objective of being competitive at the North West Area Championship in March 2022.

## **Achievements**

### **Concerts**

Concerts recommenced in November 2021 with a Remembrance Weekend Concert, received with much acclaim. The band was once again re-acquainted with Warrington Male Voice Choir for the annual Christmas extravaganza, restarted the Matinee Series with the Christmas concert and performed a very successful Christmas Concert for the Mayor of South RIBBLE. The New Year commenced with a live/web enabled concert from Boarshurst. The Patrons Matinee Series continued with 'romance in Brass' in February to the usual very appreciative audience.

Considering the enforced break the re-start was as successful as could be as expected and helped to generate much needed revenue. It can be said that a great proportion of our audiences are in the older age bracket and would be classed as vulnerable many not venturing out for close to two years. The audiences were cautious at first but soon realised the benefit of live music and social interaction and we received many messages of congratulation and thanks for returning to provide a much loved source of pleasure and enjoyment. It was emotional both from band and audience perspective.

### **Competitions**

The concert work was just enough to help the band for the rehearsal regime and preparation for the North West Area Championship. This was to be the main focus on the rebuilt band in the first quarter. The band worked with consistency and determination to produce a performance of great merit resulting in a well deserved 2<sup>nd</sup> place and thus gaining invite to the national Brass Band Championship Finals in London Albert Hall in October 2022. A very successful emergence from the enforced break.

### **CD Recordings**

The band were unable to complete any new CD recordings but made a number of online sales of previous recordings.

### **World Rankings**

The band continue to hold their position as one of the top twenty-five brass bands in the world (sources - [www.4barsrest.com/rankings](http://www.4barsrest.com/rankings) and [www.brassstats.com](http://www.brassstats.com)). The rankings aim to grade competing brass bands in an aggregate score. This is an enviable position for a self-funded organisation maintaining a proud tradition within the community.

### **Musical Direction**

Thomas Wyss continues as Musical Director. The ethos is very much sustainable development focusing on a mix of young talent supported by older more experienced players.

Professional Musical Director    Thomas Wyss  
Musical Director Emeritus Richard Evans

### **Community**

The band continued to have strong links with the community and were overwhelmed with the good wishes on commencement of concerts once more.

### **Patrons and Support**

The band continue to be incredibly grateful to the members of the Patrons Scheme who continued to give financial support despite not being able watch the band perform in person.

### **Summary of Report Period**

The Covid pandemic could have had disastrous consequences for the band financially and musically. By diligently working through the obstacles, the six month activity of the report period was very successful ensuring the band maintained a strong position in the upper echelons of the Brass Band hierarchy. A very creditable result from all who contributed in this success!

### **Outlook**

The concert book for FY2022-2023 is beginning to fill up again and the band looks forward to the re-start of the British Open Championship in September 2023 and taking up the invitation to the National Brass Band Championship Finals at the Albert Hall in October 2023. These two events alone help to attract the calibre of player the band needs to sustain the quality of performance. There is also the prospect of funding being obtained from the Queens Silver Jubilee Fund for community based events. From a bleak outlook in March 2020 the band overcame the biggest risk to its future and looks to flourish and maintain quality of performance.

## **Corporate Governance and Risk Management**

Corporate Governance is the internal procedure that ensures the organisation operates within the boundaries and rules of the constitution and requirements of the Charities Acts. Risk Management is the process of adopting policies that protect the assets and the people of the organisation. Corporate Governance and Risk Management are therefore considered under the same category. The Trustees recognise the need for Corporate Governance to ensure correct appropriation of finance, maintenance of assets and protection of people to maintain a compliant organisation. As part of the management structure the Trustees recognise a responsibility to ensure advice is obtained in each particular professional field required. The greatest risks to the organisation are financial control, protection of assets and people related issues including Health and Safety and Child Protection.

Financial control is maintained by adopting the constitutional procedures. In addition, all expenditure outside 'normal' operating expenditure requires the consent of the Trustees and Management Committee. The financial function is a joint role allowing cross checking and authorisation of each individual role. This provides transparency of income collected and payments made.

The 'people' issues are equally as important to the organisation. All members undertake a duty of care to act responsibly when travelling, performing and rehearsing with the band. Leyland Band is involved in educational workshops and therefore each event is risk assessed prior to implementation. Advice is sought from the many CRB cleared Teachers within the band. The policy is stated in the constitution of the organisation.

## **Ethics**

The Trustees acknowledge the necessity to maintain an ethical code of conduct at all times. In our activity this relates mainly to the negotiation of fee related performance and the management of people. The Committee has to manage the people aspects of the organisation. In the world at large the Trustees recognise the importance of maintaining credible business relations and professional integrity in all undertakings.

## **Accessibility**

Leyland Band has an open membership and is represented without prejudice of race, gender or sexual orientation. Membership is drawn from the local community, the United Kingdom at large and has included members from Australia, Japan and Switzerland. Young people are encouraged to join the band to aspire to reach their full potential with the North West's premier brass band.

## **Child Protection**

The band continues to admit and develop members under the age of eighteen. This is testament to the ability of brass players as young as fourteen to attain the high standards required. The band is also involved with youth development workshops. The band is fully aware of its obligations to ensure the welfare and protection of minors. The band maintains a child protection policy and takes advice and guidance from the many CRB cleared teachers within the band.

## **Public Benefit**

The Trustees have re-examined the statement of public benefit and have categorised into the following headings;

### **a) Benefits to playing members**

To attain the standards of competence to perform with a championship section brass band takes dedication, personal practice and self development. Membership of Leyland Band may be the culmination of many years of study and the band provides the outlet to perform at the highest level to a wide cross section of audience throughout the United Kingdom and the world at large. The benefits to the individual may be expressed as a vehicle to perform at the highest level, continue self development and become a role model for the many hundreds of brass musicians in the lower sections.

### **b) Benefits to non-playing members**

Members who cannot commit to the dedication and standard of playing membership are encouraged to be actively involved in the organisation and administration of the band. Non-playing administrative functions include band marketing, library, transport and CD sales. Non-playing members have a pride in supporting Leyland Band and are integral to the long-term growth of the organisation.

### **c) Benefits to supporters and Patrons**

Leyland band enjoys an enthusiastic following of Patrons. Patrons subscribe annually supporting the band. Patrons are spread through a wide geographical area and receive a quarterly newsletter including news and special features such as player profiles. Patrons have their own concert series and obtain discounts on tickets and purchases of CDs. Many Patrons are now actively involved promoting the concerts and organising fundraising activities. The Patrons have become integral to the ongoing success of the organisation providing many retired members with an ongoing interest and focus.

### **d) Benefits to the local community**

Leyland Band was formed as Leyland Motors in 1946. Whilst associated with the vehicle works the band enjoyed a high profile within the local community. With the demise of the motor works, Leyland Band had to leave the area to seek support and rehearsal premises. The last few years has seen the band return to the town of Leyland and the Trustees have placed great importance on the establishment of community links and strategic partnerships to encourage

development of local brass band talent, mentor youth and provide accessibility opportunities for members of the community who may be restricted due to physical disadvantage.

Leyland Band has successfully: -

- 1) Developed a partnership with the South RIBBLE Borough Council.
- 2) Pioneered a mentoring programme to give young local players the opportunity to perform with Leyland Band through Lostock Hall Memorial Band.
- 3) Formed a strategic partnership with UCLAN (University of Central Lancashire) for mutual benefit.
- 4) Established a parallel committee to work alongside the operational committee to support the ongoing objectives. This is made up of Patrons and supporters drawn from the community.

### **e) Benefits to the world at large**

Leyland Band performs throughout the country and has previously performed in countries as far away as USA, Korea and Japan. The language of music has no boundary and our role in this sphere can be summarised as 'entertainment, education and enjoyment'.

## **Financial Appraisal**

Financially the band was able to sustain the enforced break from activity with receipt of grants (12k GBP) and the benefit of catch up degree ceremonies from UCLAN (8K GBP). This accounted for c 50% of the turnover and allowed the organisation to continue after start-up. In the six months of concerts from start-up the band generated a healthy 15k GBP, again contributing to the creditable financial performance. Patrons support continued in the short period contributing 21% of turnover. The band is grateful for the continued support of Patrons. Without this support survival would again be much harder. Gift Aid continues to be of great value utilizing charity status. The forward diary is looking promising and early indications show continued growth of activity to pre pandemic levels. Audiences have returned and are more than ever willing to support our events with mutual benefit.

## **Reserves Policy**

The organisation has no restricted funds. It is revenue based and has to ensure that it operates within the confines of cash generation. Expenditure outside normal operating requirements is identified during the cash cycle and funds raised or allocated appropriately. Fortunately, the organisation runs at break even. Players do not get paid other than for legitimate travel expenses. Travel and rehearsal facility costs are a major consideration and the band can be justifiably proud of maintaining its national position. This is a credit to the dedication of players and back room staff to continue this proud tradition. One of the biggest challenges in the future will be to try to make provision for worn out instruments and uniforms. Funding streams are being investigated and this is an area that the support group will be able to assist with.

## **Conclusion and Future Objectives**

The Trustees acknowledge the long term stability and maintenance of a Championship Brass Band cannot rely solely on the 'traditional' activity of fee generation. Although this aspect of the bands activity needs to be maintained as much as possible the survival of performance based organisations will depend on the continual development of partnerships and maximisation of use of resources. Although the band still seeks to obtain sponsorship it is widely acknowledged that this form of funding will cease in the future. The Trustees are confident of developing this approach and look forward to being innovative and forward thinking. Development of community initiatives must remain a prime objective and the continued development of internal commercial activity will maximise the potential to ring fence elements of the income stream. From a playing perspective the band must strive to continue to be ranked in the top twenty in the world rankings. Educational initiatives will continue to develop and mentoring of local talent will continue to open up opportunities of succession planning. The Trustees conclude that whilst obtaining Charitable status places responsibilities on an organisation it opens up unforeseen opportunities that will help sustain the organisation for public benefit.



**Charity No 1129485**  
**Income and Expenditure Accounts Year Ending 31st March 2022**

	£		£		£	£
	<b>2022</b>				<b>2021</b>	<b>2020</b>
<b>INCOME</b>						
Concert Fees (Including UCLAN/Recordings)	15,832				0	25,375
Patrons Concerts	5,757				0	8,883
Patrons Membership/Donations	3,459				3,091	7,060
100 Club	444				0	768
Prize Money	125				0	2,060
Sponsorship	0				0	0
Gift Aid	3,848				0	4,494
CD Sales	625				309	1,880
Fundraising	0				0	0
Donations	2,290				803	3,500
Grants	12,783				5,965	83
Interest	0				0	0
Other Income	0				0	0
<b>Total Income</b>		<b>45,162</b>			<b>10,168</b>	<b>54,103</b>
 <b>EXPENDITURE</b>						
Vans	895				0	1,848
Fees & Registrations (Includes web hosting/development)	476				98	1,449
Insurance	750				767	775
Coaches	1,600				0	3,415
Borrowed Players	1,227				0	2,939
Miscellaneous	524				40	884
Musical Directors	5,355				0	11,140
Player Expenses (Includes UCLAN)	7,118				0	10,192
Uniforms & Instrument Repairs	40				0	1,926
Stationery/Print/Post/Engrave	666				99	1,086
Bandroom Rent	7,004				5,054	6,928
100 Club	120				0	299
CD Costs	0				0	2,995
Instruments & Accessories & Music	271				174	304
Utilities	617				717	698
Hall Hires & Misc Rehearsal Facilities	1,165				0	2,428
Events (British Open/National Finals)	4,398				389	9,346
Merchandise Stock	140				140	140
<b>Total Expenditure</b>		<b>32,366</b>			<b>7,478</b>	<b>58,790</b>
 <b>Total Income Less Total Expenditure</b>					<b>12,796</b>	<b>2,690 -4,686</b>



**Charity No 1129485**

**Notes to the Accounts for Year Ending 31st March 2022**

		£	£	%	£	£	%	£	£	%
		<b>2022</b>			<b>2021</b>			<b>2020</b>		
Concert Fees (Including UCLAN/Recordings)	FEES	15,832	<b>15,832</b>	35.06%	0	<b>0</b>	0.00%	25,375	<b>25,375</b>	46.90%
Patrons Concerts		5,757			0			8,883		
Patrons Membership		3,459			3,091			7,060		
100 Club	PATRONS	444	<b>9,660</b>	21.39%	0	<b>3,091</b>	30.40%	768	<b>16,712</b>	30.89%
Prize Money		125			0			2,060		
Sponsorship		0			0			0		
Gift Aid		3,848			0			4,494		
CD Sales		625			309			1,880		
Fundraising		0			0			0		
Donations		2,290			803			3,500		
Grants		12,783			5,965			83		
Miscellaneous	OTHER	0	<b>19,670</b>	43.55%	0	<b>7,077</b>	69.60%	0	<b>12,017</b>	22.21%
<b>Total Income</b>		<b>45,162</b>	<b>45,162</b>	<b>100.00%</b>	<b>10,168</b>	<b>10,168</b>	<b>100.00%</b>	<b>54,103</b>	<b>54,103</b>	<b>100.00%</b>

Income generated from Patrons associated activity accounted for 21% of band turnover.

**Note 2 Expenditure Analysis**

Player Expenses (Includes UCLAN)	7,118	21.99%	0	0.00%	10,192	17.34%
Bandroom Rent	7,004	21.64%	5,054	67.59%	6,928	11.78%
Musical Directors	5,355	16.55%	0	0.00%	11,140	18.95%
Events (British Open/National Finals)	4,398	13.59%	389	5.20%	9,346	15.90%
Coaches	1,600	4.94%	0	0.00%	3,415	5.81%
Borrowed Players	1,227	3.79%	0	0.00%	2,939	5.00%
Hall Hires & Misc Rehearsal Facilities	1,165	3.60%	0	0.00%	2,428	4.13%
Vans	895	2.76%	0	0.00%	1,848	3.14%
Insurance	750	2.32%	767	10.26%	775	1.32%
Stationary/Print/Post/Engrave	666	2.06%	99	1.32%	1,086	1.85%
Utilities	617	1.91%	717	9.59%	698	1.19%
Miscellaneous	524	1.62%	40	0.54%	884	1.50%
Fees & Registrations (Includes web hosting/development)	476	1.47%	98	1.30%	1,449	2.47%
Instruments & Accessories & Music	271	0.84%	174	2.33%	304	0.52%
Merchandise Stock	140	0.43%	140	1.87%	140	0.24%
100 Club	120	0.37%	0	0.00%	299	0.51%
Uniforms & Instrument Repairs	40	0.12%	0	0.00%	1,926	3.28%
CD Costs	0	0.00%	0	0.00%	2,995	5.09%
	<b>32,366</b>	<b>100.00%</b>	<b>7,478</b>	<b>100.00%</b>	<b>58,790</b>	<b>100.00%</b>



**Charity No 1129485**  
**Balance Sheet as at 31st March 2022**

	£	£	31 March 2022 £	31 March 2021 £	31 March 2020 £
<b>Fixed Assets</b>					
Music			22656	22656	22656
Musical Instruments			7239	7239	7239
			<u>29895</u>	<u>29895</u>	<u>29895</u>
<b>Current Assets</b>					
Bank Current Account	11887.24			1332	2498
Bank Community Account	6452.64			4212	356
Cash	<u>0</u>			<u>0</u>	<u>0</u>
<b>Total Current Assets</b>		<b>18340</b>		<b>5544</b>	<b>2854</b>
<b>Current Liabilities</b>					
Creditors	0			0	0
Loans	0			0	0
Accruals	<u>0</u>			<u>0</u>	<u>0</u>
		<b>0</b>		<b>0</b>	<b>0</b>
Net Current Assets			18340	5544	2854
			<u>18340</u>	<u>5544</u>	<u>2854</u>
Total Assets			<b>48235</b>	<b>35439</b>	<b>32749</b>
			<u>48235</u>	<u>35439</u>	<u>32749</u>
<b>Represented By</b>					
General Fund b/f			35439	32749	37435
Excess Income Over Expenditure for Year			12796	2690	-4686
			<u>48235</u>	<u>35439</u>	<u>32749</u>
			<u>48235</u>	<u>35439</u>	<u>32749</u>
<b>Movement on Cash</b>					
Bank b/f			5544	2854	7540
Net Cash Movement			12796	2690	-4686
			<u>12796</u>	<u>2690</u>	<u>-4686</u>
<b>Closing Bank</b>			18340	5544	2854
			<u>18340</u>	<u>5544</u>	<u>2854</u>



**Fixed Asset Schedule as at 31st March 2022**

	bf	Additions	Disposals	Net Additions	cf
<b>Fixed Assets</b>					
Music	22656				22656
Musical Instruments	76239				76239
	<u>98895</u>	0	0	0	<u>98895</u>
 <b>Depreciation Balance b/f</b>					
Music	0				0
Musical Instruments	69000				69000
	<u>29895</u>	0	0	0	<u>29895</u>
 <b>Net Book Value</b>					
Music					22656
Musical Instruments					<u>7239</u>
					<u><u>29895</u></u>

**Accounting Policies**

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



Section A Independent Examiner's Report

Report to the trustees/  
members of **Leyland Band**

On accounts for the year  
ended **31<sup>st</sup> March 2022** Charity no  
(if any) **1129485**

Set out on pages **Income and Expenditure, Balance Sheet, Fixed Assets**

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/03/2022.

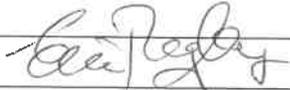
Responsibilities and  
basis of report As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent  
examiner's statement I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:  Date: **27 January 2023**

Name: **Eric Rigby**

Relevant professional  
qualification(s) or body  
(if any):

Address: **79 Lansdown Hill**  
**Fulwood**  
**PR2 3UX**

**Section B**

**Disclosure**

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

**Give here brief details of any items that the examiner wishes to disclose.**

