

Independent examiner's report on the accounts

Section A

Independent Examiner's Report

Report to the trustees/
members of

Leyland band

On accounts for the year
ended

31st March 2018

Charity no
(if any)

1129485

Set out on pages

8 - 10

**Respective
responsibilities of
trustees and examiner**

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 43(2) of the Charities Act 1993 (the 1993 Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 43 of the 1993 Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 43(7)(b) of the 1993 Act, and
- to state whether particular matters have come to my attention.

**Basis of independent
examiner's statement**

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

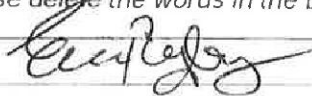
**Independent
examiner's statement**

In connection with my examination, no matter has come to my attention ~~(other than that disclosed below)~~

1. which gives me reasonable cause to believe that in, any material respect, the requirements:
 - to keep accounting records in accordance with section 41 of the 1993 Act; and
 - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 1993 Act have not been met ; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

* Please delete the words in the brackets if they do not apply.

Signed:



Date:

26/01/2019

Name:

Eric Rigby

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

BA (HONS)

Address:

79 Lansdown Hill

Fulwood



Charity no 1129485

Report and Accounts of the Trustees of Leyland Band

Year Ending 31st March 2018

Charity Principal Address
75 River View
Tarleton
PR4 6ED

Type of Organisation
Association

Type of Governing Document
Constitution

Prepared by

Andrew Blackledge
For and on behalf of the Trustees of Leyland Band
23rd January 2018

Chris Doran
Chairman

Andrew Blackledge
Treasurer/Development Officer

Jan Doran
Assistant Treasurer/Patrons Officer

CONTENTS

Report of the Trustees

Introduction

Aims and Objectives

Trustees

Achievements

Corporate Governance and Risk Management

Ethics

Accessibility

Child Protection

Public Benefit

Financial Appraisal

Reserves Policy

Conclusion and Future Objectives

Appendices

Financial Statements

Trustee Acceptance

Income and Expenditure Account for Year Ending 31st March 2018

Balance Sheet as at 31st March 2018

Fixed Asset Schedule

Introduction

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

Aims and Objectives

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

Trustees

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

The following Trustees were active during the reporting Period

Name	Office
Chris Doran	Chairman
Jan Doran	Patrons Officer/Assistant Treasurer
Andrew Blackledge	Commercial Development Officer/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.

Achievements

The reporting period continues to demonstrate significant developments and success that will underwrite the objectives of long term growth and development.

Concerts, Competitions and Recordings

The reporting period was once again a busy and successful period for Leyland Band.

Concerts

The band continues to develop its self-promoted concert series adding more dates and venues. There are ten regular self-promoted concerts per annum as part of an ongoing strategy to maintain income in a reducing fee based climate. The band performed c.35 engagements. There was a welcome return to the Innsbruck Promenade Concert; again being very well received by a capacity crowd.

Competitions

The band competed at the British Open Championship and was placed a very creditable (10th). This is the premier brass band contest in the world and to be placed at this level is testament to the dedication and commitment of band and Musical Director. The ethos of the band is to remain a competitively successful band at the heart of the community of Leyland.

CD Recordings

The band completed one CD recording in the period.

World Rankings

The band closed the reporting year in 17th position (source WWW.4BARSREST.COM/WORLDRANKINGS). 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 focussing 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 continues to develop links with the wider community. The partnership with UCLAN (University of Central Lancashire) is proving to be of great mutual benefit to both parties. The band continues to provide the fanfares for two degree ceremonies annually and is a great example of local collaboration.

The relationship with South Ribble Borough Council continues with the annual events of the Mayors Installation Service, Remembrance Sunday parade and Mayors Charity Concert.

Link ups with Youth bands remain a pivotal focus. Workshops/concerts were undertaken with Red Admiral Music Academy and Lancashire Youth Brass Band during the reporting year. A very successful County Fermanagh Summer Brass School was again very well received and reported and a link with the Hodgson Academy was formed with an inaugural concert.

Patrons and Support

The Patrons organisation continues to grow and is a major contributor to funds. Patrons subscribe to an annual membership, sponsor individual players and attend a matinee concert series. The band is able to recover gift aid on some of the donations. The band publically acknowledges this support and thanks the Patrons for this ongoing commitment. The Leyland Band Support Group continues to assist in the organisation of self- promotion concerts. Although under the umbrella of Leyland Band, the group pursues additional avenues of concert engagement, investigates funding opportunities and assists on promotion and selling of concert tickets and cd's.

Activities of the Patrons Committee

Patrons Club and Newsletter

Patrons Concert

100 Club

Player Sponsorships

Small Grant Funding Research

Promotion of Matinee Concert Series, ticket distribution, collection of funds

Administration of gift aid

As can be demonstrated, the Patrons section of the band is crucial to the ongoing development and sustainability of the organisation and engages the community at large.

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 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 cd. Many Patrons are now actively involved promoting the concerts and organising fund raising 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 implemented

- 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
- 3) Formed a Strategic partnership with UCLAN (University of Central Lancashire) for mutual benefit.
- 5) Formed the North West Youth Band.
- 6) 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

In a challenging environment Leyland Band closed the Financial Year with a small negative cash movement (-2k on previous year). This indicates that costs are well managed and level of income is both sustainable and predictable for the activity undertaken. The parallel support committee to administer self-promote concerts, cd income, patronage and small grant funding continues to be a great success and continues to generate a significant proportion of the operating income. This has given non playing members of the community the opportunity to get involved and support the charity. 8k was donated mainly in memory of Patrons and this is testament the pleasure individuals have received by being involved with the music making and performance of the band.

Leyland band continues to develop prudent, sound financial discipline to ensure the organisation is sustainable in the long term. The biggest challenge to the organisation will be to replace fixed instrumentation fixed assets when required. The sector continues to reduce capacity for fee paying engagements. With the demise of many concert venues across the UK the management committee has developed income streams from self promotion concerts and has developed an 'in-house' recording label for future cd recordings. Conditions remain tough in the performance sector however the Trustees remain confident that the initiatives put in place will strengthen and maintain the long term viability and stability of the organisation.

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 and a level of expense is paid to young people to assist with travel to rehearsal. 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 and obtains 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 ten 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 2018

	£	£	£	£
	2018			2017
INCOME				
Concert Fees (Including UCLAN)	25,139			23,077
Patrons Account	18,393	43,532		27,446
Prize Money	0			820
Sponsorship	0			500
Gift Aid	3,206			4,491
CD Sales	1,937			3,941
Total Income		48,675		60,275
EXPENDITURE				
Vans	3,136			2,569
Fees & Registrations (Includes web hosting/development)	805			345
Insurance	712			696
Coaches	3,290			2,843
Deputies	2,536			1,037
Miscellaneous	581			591
Musical Directors	10,811			10,126
Player Expenses (Includes UCLAN)	5,894			7,425
Uniforms & Instrument Repairs	187			1,086
Stationary/Print/Post/Engrave	1,803			1,512
Bandroom Rent	7,834			7,087
100 Club	319			195
CD Costs	946			3,262
Instruments & Accessories	545			3,069
Utilities	709			402
Hall Hire's & Misc Rehearsal Facilities	3,523			2,914
Events (Includes BIC/Innsbruck/British Open)	6,784			6,479
Merchandise Stock	672			509
Loan Repayments	0			3,500
Total Expenditure		51,089		55,647
Total Income Less Total Expenditure			-2,414	4,628



Leyland Band
Balance Sheet as at 31st March 2018

	£	£	£	31 March 2017
Fixed Assets				
Musical Instruments			7239	7239
Music			22656	22656
			29895	29895
Current Assets				
Bank Current Account	6250			7300
Bank Community Account	4752			6115
Cash	0			0
Total Current Assets		11001		13415
Current Liabilities				
Creditors	0			0
Loans	0			0
Accruals	0			0
		0		0
Net Current Assets			11001	13415
Total Assets			40896	43310
Represented By				
General Fund Bf			43310	38682
Excess Income Over Expenditure for Year			-2414	4629
			40896	43310
Movement on Cash				
Bank Bf		13415		5986
Net Cash Movement		-2414		7429
Closing Bank			11001	13415

Evaluation/Depreciation Policy	Revalue periodically and adjust balance sheet/reserves
---------------------------------------	--