



Charity No 1129485

**Report and Accounts of the Trustees of Leyland Band**

**Year Ending 31<sup>st</sup> March 2019**

**Charity Principal Address**

75 River View  
Tarleton  
PR4 6ED

**Chris Doran**  
Chairman

A handwritten signature in black ink, appearing to read "Chris Doran", written over a horizontal line.

**Andrew Blackledge**  
Treasurer/Development Officer

**Jan Doran**  
Assistant Treasurer/Patrons Officer

A handwritten signature in black ink, appearing to read "Jan Doran", written over a horizontal line.

**Type of Organisation**  
Association

**Type of Governing Document**  
Constitution

**Trustees Report prepared by Rhiannon Grant**  
For and on behalf of the Trustees of Leyland Band  
25<sup>th</sup> January 2020

## **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**

Independent Examiner's Report  
Income and Expenditure Account for Year Ending 31<sup>st</sup> March 2019  
Balance Sheet as at 31<sup>st</sup> March 2019  
Fixed Asset Schedule

## Introduction

This is the tenth 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

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 over 30 engagements in the reporting period.



### **Competitions**

The band competed at the British Open Championship in September 2018 and were delighted to be highest placed North West band at the competition (6<sup>th</sup>) against the premier tier of British (and European) bands. They also competed in the National Brass Band Championships following qualification the previous year (placed 16<sup>th</sup>). The reporting period ended with a 2<sup>nd</sup> place at the North West Area in February 2019, and qualification once again for the National Finals. 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 continue to hold their position as one of the top twenty 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 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 the two annual degree ceremonies 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.

Ensuring strong links with Youth bands and ensembles remains a pivotal focus. Joint concerts were performed with both Lancashire Youth Brass Band and Wigan Jazz Youth Orchestra as part of the Chorley Town Hall matinee season in the reporting period.

### **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 CDs.

### **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-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.
- 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 slight deficit of £3.5k. This was caused in part by the band's qualification to the National Finals which accounted for an additional £6.8k in costs. There was also an extra £4.3k spent on music and equipment compared with the previous financial year. The support committee continue to generate a significant proportion of the operating income (32% of the total income) by organising self-promote concerts, and through cd income, patronage and small grant funding. This has given non-playing members of the community the opportunity to get involved and support the charity.

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 instruments and equipment 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. 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 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 COMMISSION  
FOR ENGLAND AND WALES

## 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

31<sup>st</sup> March 2019

Charity no  
(if any)

1129485

Set out on pages

11-13

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/03/2019.

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 (other than that disclosed below \*) 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.

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

Signed:

Date:

26<sup>th</sup> January 2020

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.





**Charity No 1129485**  
**Income and Expenditure Accounts Year Ending 31st March 2019**

|   | £      | £             | £             | £             |
|---|--------|---------------|---------------|---------------|
|   | 2019   |               |               | 2018          |
| <b>INCOME</b>   |        |               |               |               |
| Concert Fees (Including UCLAN)                          | 25,037 |               |               | 25,139        |
| Patrons Account   | 24,346 | 49,383        |               | 18,393        |
| Prize Money   | 3,240  |               |               | 0             |
| Sponsorship   | 0      |               |               | 0             |
| Gift Aid  | 3,545  |               |               | 3,206         |
| Patrons Account CD Sales                                | 1,738  |               |               | 1,937         |
| <b>Total Income</b>                                     |        | <b>57,906</b> |               | <b>48,675</b> |
| <br><b>EXPENDITURE</b>                                  |        |               |               |               |
| Vans  | 1,707  |               |               | 3,136         |
| Fees & Registrations (Includes web hosting/development) | 953    |               |               | 805           |
| Insurance   | 742    |               |               | 712           |
| Coaches   | 4,140  |               |               | 3,290         |
| Deputies  | 5,771  |               |               | 2,536         |
| Miscellaneous   | 1,283  |               |               | 581           |
| Musical Directors                                       | 9,520  |               |               | 10,811        |
| Player Expenses (Includes UCLAN)                        | 6,241  |               |               | 5,894         |
| Uniforms & Instrument Repairs                           | 0      |               |               | 187           |
| Stationery/Print/Post/Engrave                           | 1,126  |               |               | 1,803         |
| Bandroom Rent   | 7,556  |               |               | 7,834         |
| 100 Club  | 250    |               |               | 319           |
| CD Costs  | 0      |               |               | 946           |
| Instruments & Accessories & Music                       | 4,935  |               |               | 545           |
| Utilities   | 795    |               |               | 709           |
| Hall Hire's & Misc Rehearsal Facilities                 | 2,739  |               |               | 3,523         |
| Events (British Open/National Finals)                   | 13,610 |               |               | 6,784         |
| Merchandise Stock                                       | 0      |               |               | 672           |
| <br><b>Total Expenditure</b>                            |        | <b>61,368</b> |               | <b>51,089</b> |
| <br><b>Total Income Less Total Expenditure</b>          |        |               | <b>-3,461</b> | <b>-2,414</b> |
| <b>Net Cash Addition</b>                                |        |               | <b>-3,461</b> | <b>-2,414</b> |



**Charity No 1129485**  
**Balance Sheet as at 31st March 2019**

|   | £        | £            | 31 March 2019<br>£  | 31 March 2018       |
|---|----------|--------------|---------------------|---------------------|
| <b>Fixed Assets</b>                     |          |              |                     |                     |
| Music                                   |          |              | 22656               | 22656               |
| Musical Instruments                     |          |              | <u>7239</u>         | <u>7239</u>         |
|   |          |              | <b>29895</b>        | <b>29895</b>        |
| <b>Current Assets</b>                   |          |              |                     |                     |
| Bank Current Account                    | 3454.47  |              |                     | 6250                |
| Bank Community Account                  | 4085.46  |              |                     | 4752                |
| Cash                                    | <u>0</u> |              |                     | <u>0</u>            |
| <b>Total Current Assets</b>             |          | <b>7540</b>  |                     | <b>11001</b>        |
| <b>Current Liabilities</b>              |          |              |                     |                     |
| Creditors                               | 0        |              |                     | 0                   |
| Loans                                   | 0        |              |                     | 0                   |
| Accruals                                | <u>0</u> |              |                     | <u>0</u>            |
|   |          | <b>0</b>     |                     | <b>0</b>            |
| Net Current Assets                      |          |              | 7540                | 11001               |
| Total Assets                            |          |              | <u><b>37435</b></u> | <u><b>40896</b></u> |
| <b>Represented By</b>                   |          |              |                     |                     |
| General Fund b/f                        |          |              | 40896               | 43310               |
| Excess Income Over Expenditure for Year |          |              | <u>-3461</u>        | <u>-2414</u>        |
|   |          |              | <b>37435</b>        | <b>40896</b>        |
| <b>Movement on Cash</b>                 |          |              |                     |                     |
| Bank b/f                                |          | 11001        |                     | 13415               |
| Net Cash Movement                       |          | <u>-3461</u> |                     | <u>-2414</u>        |
| Closing Bank                            |          |              | <u>7540</u>         | <u>11001</u>        |





**Fixed Asset Schedule as at 31st March 2019**

|                                     | b/f   | Additions | Disposals | Net Additions | c/f                |
|-------------------------------------|-------|-----------|-----------|---------------|--------------------|
| <b>Fixed Assets</b>                 |       |           |           |               |                    |
| Music                               | 22656 |           |           |               | 22656              |
| Musical Instruments                 | 76239 |           |           |               | 76239              |
|                                     | <hr/> |           |           |               | <hr/>              |
|                                     | 98895 | 0         | 0         | 0             | <b>98895</b>       |
| <br><b>Depreciation Balance b/f</b> |       |           |           |               |                    |
| Music                               | 0     |           |           |               | 0                  |
| Musical Instruments                 | 69000 |           |           |               | 69000              |
|                                     | <hr/> |           |           |               | <hr/>              |
|                                     | 69000 | 0         | 0         | 0             | 69000              |
| <br><b>Net Book Value</b>           |       |           |           |               |                    |
| Music                               |       |           |           |               | 22656              |
| Musical Instruments                 |       |           |           |               | <hr/> 7239         |
|                                     |       |           |           |               | <hr/> <b>29895</b> |

**Accounting Policies**

**Revaluation/Depreciation Policy**

Revalue periodically and adjust balance sheet/reserves