

## **Annual Report**

including

**Financial Statements for the Year Ended 31 March 2022**

for

**The Wiltshire Music Centre Trust Limited**



Moore  
Chartered Accountants and Statutory Auditor  
30 Gay Street  
Bath  
BA1 2PA

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Reference and administrative details

**Registered Company number** 02661682 (England and Wales)

**Registered Charity number** 1026160

**Registered office**  
Wiltshire Music Centre  
Ashley Road  
Bradford on Avon  
Wiltshire  
BA15 1DZ

**Trustees**  
Mr J A I Wetz (Chair)  
Mrs H Feilding (Vice Chair)  
Mr J C A Berridge  
Mr M J Cleaver  
Mr J Cross  
Mr M A Lee  
Ms M Houghton  
Mr A Segrave  
Mr A MacRae  
Mrs A M Millman  
Ms E R Pieczko resigned 20.10.21  
Mr D V Richardson (Senior Independent  
Trustee)  
Ms E D Sandberg  
Mr I L Thorn  
Ms Rosa Corbishley appointed 17.06.22

**Auditors**  
Moore  
Chartered Accountants and Statutory Auditor  
30 Gay Street  
Bath  
BA1 2PA

**Bankers**  
HSBC Bank plc  
46 Fore Street  
Trowbridge  
Wiltshire  
BA14 8EL

**Investment managers**  
Investec Wealth & Investment Limited  
Royal Mead  
Railway Place  
Bath BA1 1SR

Trustees' Report  
for the Year Ended 31 March 2022

The Trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022. The Trustees have adopted the provisions of 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).

## OBJECTS

The Objects of the Charity are the advancement of education, for the public benefit, through the promotion and support of the art of music (including opera, music, drama, ballet and all art forms consisting in whole or in part of music) in particular in the County of Wiltshire.

## VISION AND MISSION

WMC's **vision** is to maximise the opportunities for music to inspire, enrich and transform people's lives.

WMC's **mission** is to be a beacon of excellence and innovation enabling a wide range of people to enjoy and participate in music across different genres.

## VALUES

The work of WMC, its policies and practices are governed by the following values framework; this reflects the culture and working practices of the organisation as well as guiding the work delivered.

**Excellence:** The highest quality music and musicianship, performance, presentation and participatory experiences are encouraged, nurtured and offered by WMC. Artists, visitors and staff are provided with an inspiring, ambitious and supportive environment.

**Diversity and inclusion:** WMC's programmes offer a rich mix of musical and cultural offerings that reflect the variety within society, local communities and different world traditions. WMC fosters dialogue with a diverse range of people and is committed to contributing to the social cohesion of the communities it serves.

**Innovation:** Imagination, creativity, and inventive thinking are at the heart of WMC's approach to developing original ideas. It encourages cross-art collaborations, champions the use of digital and green technology, and creates artistic and participatory experiences for audience members and the community.

**Access and engagement:** WMC provides everyone with an opportunity to engage in its activities. It continuously seeks to identify and remove any barriers to accessing its performances and participation work.

**Partnerships:** WMC openly shares, cooperates and collaborates with organisations at all levels to bridge gaps, maximise the use of resources, leverage impact, and increase reach and resilience. WMC builds relationships, working practices and communication channels in order to think differently and more ambitiously.

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**PUBLIC BENEFIT**

The Trust's policy is to make the Centre's facilities and activities available and relevant to the widest possible range of people in Wiltshire and beyond, and to nurture the appreciation and practice of music in all its forms, at all levels of ability. The Trust places a strong emphasis on its education and community work, which is integral to its programme and activities, with young people and disadvantaged people at the heart of the work it does. Wiltshire is economically affluent but rural poverty and isolation is widespread and hidden: 50% are living in small villages with limited public transport, and 39 of the 285 Lower-layer Super Output Areas (LSOAs) in Wiltshire are in the 40% that are nationally most deprived in the UK deprivation index ([Wiltshire Council English Indices of Deprivation 2019 Report](#)). In line with one of its core values, the Centre actively works in close partnership with many local charities and community groups to ensure maximum reach and impact.

Trustees take note of the Charity Commission's guidelines on public benefit in relation to fees and charges. Earned income is an important factor in the sustainability of the Centre's work, but we are committed to making live music as accessible as possible and offer many free events as well as a range of concessionary pricings for ticketed events. Thanks to fully accessible facilities and free tickets for carers, the Centre has been successful in developing a regular and loyal following of disabled audiences, and it constantly listens to suggestions for further improvement. Additionally the Trust offers a 50% discount for under 18s for most of the ticketed performances, offering the opportunity of live music to young people and families whatever their class/socio-economic status. Thanks to the support of the Cavatina Trust, we also offer free tickets to young people under 25 for classical chamber concerts.

The Centre is open to the public over 80 hours each term-time week for St Laurence School's music classes and lessons, as well as community groups, education activities and regular rehearsals by young musicians. It is open for 60 hours each week during school holidays when youth orchestra courses, holiday workshops and other activities are scheduled. Discounted room and auditorium hire rates are offered to local community and not-for-profit groups, and schools using the Centre for their own promotions. Free tickets and special offers are also offered regularly to local schools, community and youth groups.

**GOVERNANCE AND ORGANISATION**

**Constitution and governing document**

The Wiltshire Music Centre Trust Limited is a registered charity and company limited by guarantee (as defined by the Companies Act 2006). The charity is controlled by its governing document, its Memorandum and Articles of Association dated 24 March 2012 (registered at Companies House on 10 April 2012), and these were updated 1 July 2020 (registered at Companies House on 20 July 2020).

**Trustees and Observers**

The Board is composed of 14 skilled Trustees from various backgrounds and is chaired by James Wetz who was instrumental in the creation of WMC and was formerly a trustee at Bristol Beacon, overseeing the education and outreach programme. The Trustees elect the Chair of Trustees. St Laurence School, Bradford on Avon, nominates one Trustee who serves as an individual in their own capacity rather than as a representative of the School. As core funders Arts Council England and Wiltshire Council have the right to send Observers to the Trustee Board meetings and currently nominate representatives to do this.

A third of the Trustees retire by rotation each year and Trustees are elected annually. At the AGM on 10 December 2021 it was noted that Mark Lee, Ian Thorn, Jonathan Cross and James Wetz retired and were re-elected. Any individual interested in becoming a Trustee is invited to submit a CV and letter of application, and after meeting with the Chair and the Chief Executive & Artistic Director, they can be recommended to

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the Nominations Panel for co-option to a relevant Committee or direct recruitment to the main Board. Once appointed, all Trustees are provided with full induction materials including the Business Plan, audited and management accounts, risk registers and Board papers. Appropriate training events and an annual Away Day are held to complement Trustees' engagement and development.

The Nominations Committee supports the organisation to innovate in line with analysis carried out as part of the Governance Review and annual Trustees skills' audit; it has a brief to ensure that the Board not only becomes more diverse in terms of ethnicity and age, but also to review the necessary skill sets and experience that the oversight of the Centre demands.

**Board management**

The Board of Trustees meets quarterly and is responsible for the strategic management of the Trust. It carefully monitors progress on the business plan, strategic objectives and performance against budget; it reviews risks and discusses future plans in detail, working closely with the Senior Management Team. The staff team is led by the Chief Executive & Artistic Director, and the Senior management Team includes the Head of Finance, Director of Development, Director of Communications, and the Head of Creative Learning & Community Engagement.

In order to support operational management and ensure regular monitoring of progress against strategic objectives, the Chair and Chief Executive & Artistic Director meet in person on a monthly basis. Each Trustee is encouraged to be a member of at least one of the standing Committees of the Board, alongside members of the Senior Management Team and external members:

- the Finance and Resources (F&R) Committee is chaired by the Treasurer and focuses on financial performance, accounting, HR and oversees the reserves and investment policies;
- the Programme, Audience and Learning (PAL) Committee monitors and makes recommendations to the Trustees in relation to the Centre's artistic, creative learning and community engagement programmes;
- the Development & Income Generation Committee oversees the planning, coordination and implementation of strategic objectives and fundraising targets in the business plan that relate to the development of WMC's profile, audience and supporter awareness as well as wider stakeholder engagement;
- the Venue Committee oversees premises and equipment, in particular building and facilities maintenance and development. It also has a specific brief to oversee and audit Health & Safety and Safeguarding and provides annual reports to the Full Board.

The Directors consider that the Board of Directors, who are the Trust's Trustees, and the Senior Management Team comprise the key management personnel of the charity in charge of directing, running and operating the Trust on a day-to-day basis.

All Trustees / Directors give their time freely and no director received remuneration in the year. All staff roles are paid at least National Living Wage and wages are reviewed annually; any increase is based on an assessment of affordability, general inflation indices and individual performance. Salaries are regularly benchmarked against pay levels in other charities of a similar nature and size.

**Board Development Plan**

As articulated in our application to Arts Council England to be a National Portfolio Organisation for period 2023-26, the Board is committed to continuously assessing and improving the organisation's as well as its own effectiveness. As part of a Governance Review first initiated in 2017, the Board adopted a Governance Development Plan which supports the development of the staff team, the place and the organisation. In 2021/22 the key areas of focus were: a budget for Trustees' training and development to complement the

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**for the Year Ended 31 March 2022**

induction process and ensure continuous skills development of all Trustees; an annual skills and competences audit which has already informed recruitment of new Trustees to widen Board diversity; the maintenance of an online Governance Hub which holds all policies with details of review dates, specific policies to be owned by each of the Committees, and their revised Terms of Reference; finally, in terms of the Board's Monitoring Role, Board meetings have a stronger focus on Committee Reports and progress monitoring versus targets.

**Fundraising organisation**

The Director of Development oversees and monitors all fundraising activities undertaken by the staff team (including the Trusts & Foundations Manager and Fundraising Coordinator) on behalf of the charity. Fundraising activities were carried out in line with the Code of Fundraising Practice and Data Protection Regulations (GDPR). No complaint was received by the charity or a person acting on its behalf about fundraising activities carried out by the charity, we did not unreasonably intrude on anyone's privacy, and we did not use unreasonable approaches for the purpose of soliciting or place undue pressure on any person to give money or other property.

**Investment powers and policy**

Under the Articles of Association, the charity has the power to invest funds after obtaining advice from a financial expert and can delegate management of those investments to that financial expert. The charity's Investment Managers are Investec Wealth & Investment Limited. Our Investment Policy has been developed with their advice and with the objective of ensuring the creation of sufficient income and capital generation to enable the charity to carry out its purposes consistently with due and proper consideration for its future needs, and the maintenance and enhancement of the value of the invested funds.

As per the Investment Policy, the company's assets must be invested in accordance with the Trustee Act 2000 and invested prudently in a broad range of individual bonds, equities and collective investment vehicles which are authorised under the Financial Services and Markets Act 2000. The portfolio is managed in accordance with the charity's Ethical Policy as follows: no individual stock should account for more than 10% of the equity content of the portfolio; no individual bond should account for more than 10% of the total portfolio; and investment in negotiable instruments known as derivatives are not permitted in any circumstances.

The Finance and Resources Committee ensures that the Investment and Ethical policies are being adhered to and undertakes regular portfolio reviews with its Investment Manager. The Committee has delegated authority from the Board to take decisions in relation to the use and management of reserves but is required to report any transactions in a timely manner to the full Board and in line with the charity's Articles of Association. The Investment Manager reports annually to the Full Board in person.

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**FUNDING AND SUPPORTERS**

**Core funding**

2021/22 was the final year of our four-year Arts Council England National Portfolio Organisation funding agreement for 2018-22, which brought core funding of £410,442 over the period. Wiltshire Council's ongoing support is also critical to the Centre's continuing fundraising success and we received a core grant of £21,656 in 2021/22. Throughout this period we were also able to access additional support from both of these key funders to support our response to and recovery from the Covid-19 pandemic. We successfully applied for support via the Arts Council Culture Recovery Fund Round 2 receiving a grant of £56,898, and £16,000 of exception Retail & Hospitality and Business grants from Wiltshire Council.

The Trust's close working partnership with Arts Council England, Wiltshire Council and their continued investment in the Centre underpins the funding raised each year to support education projects across the county and beyond. This support is both politically and financially important, demonstrating an active interest in the Trust's community outreach work as well as in the activities hosted in the Centre itself. In addition, key local and regional partners this year included Wiltshire Music Connect (the music education hub for Wiltshire), other funded arts organisations such as Wiltshire Creative and Wiltshire Museum, as well as Wiltshire Library Services, Community First and Age UK Wiltshire.

Core funding was received from a number of Trusts and Foundations including the Garfield Weston Foundation, the Joyce Fletcher Charitable Trust, the Medlock Charitable Trust, the S D Whitehead Charitable Trust and Roper Family Charitable Trust, some of whom have supported the Centre for a number of years. We are very grateful for the continuing support of these Trusts. Donations were also solicited from individuals through direct mail, and community fundraising activities, and over £42,326 was received during the year, including outstanding Gift Aid and pledges.

Our 2021/22 Concert Programme was supported by Orchestras Live, the Cavatina Trust and Friends and Angels of the Wiltshire Music Centre as well as number of individuals who gave donations for specific concerts and events. Additionally, significant in-kind support was received from longstanding sponsors Steers McGillan Eves and the Swan Hotel, and relationships were carefully stewarded with all other regular sponsors throughout the period, resulting in renewed support in 2022/23. This support is highly valued and has helped the Trust to continue to present a diverse and accessible concert programme; it also enabled us to maintain our contact with existing customers, encourage new audiences, and support professional musicians during the period.

The Creative Learning & Community Engagement Programme was also once again made possible by the generous support of numerous grant-giving organisations and businesses. These included our Youth Orchestras Sponsor Steve Vick international, Arts Council England, The Felicity Wilde Trust, The Nugee Foundation, The John Lewis Foundation, The Goldsmiths Company Charitable Trust, The Masonic Charitable Trust, The National Lottery Community Fund, The Orinoco Foundation, The Radcliffe Trust The Alchemy Foundation, The Ammco Trust and Renishaw's Charity and 10 Wiltshire Council Area Boards and Classical Season Sponsor Cobb Farr.

There are also many individuals who have supported the work of the Centre, many of whom do so anonymously and with minimal recognition, and the Trust is most grateful to these donors for their generosity and kindness. This funding enabled the Trust to continue to deliver vital community programmes and creative learning projects throughout the year, embracing digital delivery to ensure sustained provision throughout the pandemic.



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**Friends, Angels and Patrons**

Our general membership scheme which starts from £30 a year provided vital financial support for our world-class concerts and educational projects. This programme continued to develop during 2021/22 and included 201 active members: 193 Friends and 8 Angels. Friends and Angels were offered the opportunity to take part in various virtual events, including receptions, opportunities to meet visiting artists, a Season Preview event and Christmas Celebration. 26 Patrons of the Youth Orchestras (WEYO and WYJO) continued to support these much-needed high-quality progression routes for c. 100 talented young musicians each year, making them accessible to all based on musical talent rather than financial background. Patrons were updated regularly on the young players they support and were thanked publicly by WEYO principal conductor Timothy Redmond as part of the Christmas Celebration event.

**ORGANISATIONAL DEVELOPMENT**

**Team**

Following a management restructure in the prior year a new senior management team was created; Artistic Director & Deputy Chief Executive James Slater (who has been with the organisation since 2013) was appointed Interim Chief Executive from October 2020 until April 2021 when his role was made permanent. The new senior management team comprises the Chief Executive & Artistic Director, Head of Finance, Director of Development, Director of Communications, and Head of Creative Learning & Community Engagement.

Average full-time equivalent headcount of the permanent staff varied over financial year as the team reformed following the reopening of the building from 8.2 FTE in April 2021 to 13.8 FTE across 20 staff in March 2022. There was significant staff turnover during the period (including two maternity cover roles) which resulted in 10 appointments being made during the year including the Marketing Assistant, Creative Learning Assistant, Bookkeeper & Executive Assistant, Technical Assistant, p/t Operations Manager job share, Director of Communications (maternity cover), Trusts & Foundations Manager, Fundraising Coordinator, Technical Manager and Director of Development (maternity cover). The permanent team also comprises several casual Concert Managers, Box Office & Team Assistants, and freelance coordinators, artists and facilitators.

**Volunteers**

A loyal group of volunteers support various activities at the Wiltshire Music Centre throughout the year. Volunteers act as Stewards for all events; they enable the Centre to plan more activity and be open for a longer period of time throughout the week, and they ensure a great experience for audiences and participants by providing a welcoming, safe and professional environment. During 2020/21 a smaller core group of 62 volunteers supported events and activities at the Centre who gave close to 5,550 hours of their time freely in 2021/22.

**Environmental sustainability**

The trustees commissioned Architect (LaBox) and M&E consultant (E3) to undertake a comprehensive audit of the Trust's carbon usage and make recommendations for future development. This significant piece of work resulted in the creation of an ambitious four-year Carbon Reduction Programme with a phased approach to reducing the Centre's carbon usage over time, and has already resulted in the installation of a new heating system and infrastructure.

In line with the Investment Principle set out in ACE's Let's Create 2020-30 strategy, we appointed an Environmental Responsibility Champion who was a member of the Senior Management Team, and they worked with the whole Staff Team to oversee and support this area of work. The Gardening Club also continued to increase biodiversity around the Centre and we have consulted with staff members to

**Trustees' Report**  
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proactively identify areas we could improve in the future.

**FINANCIAL REVIEW**

**Finances**

Following a challenging year, the Trustees present an unrestricted operating deficit (before investment result) of £37,638. This reflects careful financial management and thanks is given to Government support through the Culture Recovery Fund Round 2, which was administered by Arts Council England. Throughout the year we sought to stabilise the organisation, rebuild our audience base and income streams, whilst building on opportunities arising from our new digital investment. The financial year has been particularly impacted by the following:

- a loss of 54% (vs 91% in 2020/21) on concert income compared to 2019/20 as a result of ongoing venue closures and national lock downs;
- a Cultural Recovery Fund Round 2 grant of £56,898 was awarded through Arts Council England;
- additional local authority business support grants of £16,000 were received (Wiltshire Council Business Restart Grant, Omicron Discretionary Grant);
- an investment of £28,032 was made in the year to commission an architect and M&E consultant to audit the carbon usage of the WMC building and create a proposal for a four-year Carbon Reduction Programme;
- £30,808 of expired customer credits were transferred to individual donations at the year end in line with our company policy;
- We received two legacy gifts amounting to a total of £59,707 in the year which have been included in the unrestricted operating result;
- Transaction fees were applied to all ticket purchases for our core promoted programme from July 2021 at £2 per transaction and resulted in additional income of £8,373;
- Despite the challenges and thanks to use of our new digital facilities the project grant income from WMC's Creative Learning Programme was delivered slightly over budget at £47,526 as a contribution to core costs.

**Risk management**

The Trustees have implemented a two-stage approach to the Trust's risk management strategy. This comprises an annual review of the principal business risks and uncertainties that Wiltshire Music Centre faces together with the risk mitigation plans, which include the business systems and processes the Senior Management Team have put in place to minimise the likelihood of these risks occurring. The annual business risk assessment also involves identifying those risks which have materialised into issues and the procedures and actions that are being implemented to deal with them. The Trustees consider that a major risk is one which, if materialised, would have a significant adverse impact on WMC's ability to function and achieve its charitable objects in the short, medium, or long term.

In addition to this, the Centre has an operational risk assessment procedure for activity that it undertakes. All Staff and Volunteers are asked to consider the risks that are posed when engaging in any WMC activity and to act in accordance with any recommendations made for risk management. There are specific operational risk assessments for different types of events such as school concerts, festivals and outdoor or off-site activity, as well as operational activity such as safeguarding, lone working and working at height. These operational risk assessments are undertaken by the staff members concerned with the support of the Facilities Manager. They are reviewed and approved by the Chief Executive & Artistic Director. Operational and building related risks are also reviewed annually by external Health & Safety consultants who visit the Centre twice a year.

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The Trustees have reviewed the business risks faced by the charity, and the major risks identified are:

- reduced income from ticket sales (e.g. Coronavirus, changes to core programming, core audience not returning, recession);
- loss of funding from regular users (e.g. core users, lettings);
- major loss of income through business interruption;
- loss of funding from the public sector or main sponsors;
- change in or loss of senior staff;
- ongoing Health & Safety risks posed by Covid 19.

Each Committee of the Board have ownership of the relevant risks associated with their area of responsibility and monitor these risks, reporting back to the full Board on a quarterly basis.

**Reserves policy**

At the year end the Trust's reserves totalled £2,643,149 which breaks down as follows:

- £178,035 are restricted
- £1,660,075 are designated as fixed assets <sup>(1)</sup>
- £200,000 are designated for Building Maintenance
- £200,000 are designated for Risk Management (including loss of income)
- £50,000 are designated for Environmental Sustainability
- £355,039 are unrestricted and available for general use by the charity

The Trust's reserves policy is based on a detailed analysis of the minimum level of reserves required based on an assessment of the main risks relating to loss of income and specific investment project expenditure. In order to ensure that the freehold property is maintained to the highest standard and to provide the best possible environment for all visitors to the Centre, the Trust has committed to a Building Maintenance reserve of £200,000. The reserves policy also requires that the designated reserve includes a Risk Management fund maintained at a level which will enable the Trustees to adjust the business model to compensate for potential adverse operating conditions over a 2-year period. The Trust's policy is to hold a minimum of £150,000 in unrestricted cash reserves (currently £355,039), which can be supported by the risk management designated reserve if required.

<sup>(1)</sup> Having given due consideration to the guidance within section 2.12 of the Charities Statement of Recommended Practice (SORP 2019) and reviewed presentation of reserves, since the financial year ended 31 March 2019 all fixed assets reserves are now shown as unrestricted reserves to better reflect their nature (see Note 21).

**IMPACT OF THE COVID-19 PANDEMIC AND GOING CONCERN**

In July 2021, the UK Government relaxed all restrictions including social distancing and mask wearing in relation to the global health emergency regarding the Coronavirus COVID-19, and venues and festivals were able to return to full capacity. WMC were granted £56,835 from the Arts Council England Cultural Recovery Fund Round 2 for the period 2021/22 to support reopening the venue and re-establishing a full programme of activities. WMC remains cautious and stringent in following government guidance and is managing the venue and events accordingly, and continues to fulfil its mission as a concert hall, Creative Learning hub and community centre.

The Trustees believe that based on the forecasts for the next 12 months, the cash reserves available will be sufficient to cover any short to medium term cash requirements. For example, the risk management designated fund would be used to meet liabilities as they fall due if unrestricted general reserves became

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insufficient. The full impact of this pandemic is ongoing but the Trustees consider the current budget and action plan to be sufficiently robust to allow the charity to trade through this situation, and for the going concern basis to remain an appropriate basis on which to draw up these financial statements

**2021/2022 HIGHLIGHTS**

Throughout 2021/22 and despite the many ongoing challenges presented by the COVID-19 pandemic Wiltshire Music Centre continued to play a vital role in the musical life of Wiltshire through its work as a community centre, a creative learning hub and as the only professional concert hall in the county. Supported by a significant investment in new digital technology, WMC was able to offer access to high quality projects and artistic programming for audiences from Wiltshire and beyond, provide crucial development opportunities for young and emerging artists, and develop our work with more isolated and vulnerable members of the community.

**Access to Excellence**

- ... we presented 111 performances and 2 festivals (5 days)
- ... we delivered 25 free pre- / post-concert talks both live and online
- ... we delivered 32 livestreams, through which we sold 794 tickets and had 1,048 views
- ... returned to in-person concerts from September 2021 with more than 20 concerts and recitals programmed for both the Autumn/Winter and Spring/Summer seasons

**Supporting Young Artists**

- ... we supported 17 Young Artists with career development opportunities
- ... we supported the development of 120 talented young musicians through our county youth orchestras and ensembles
- ... we delivered 5 classical/jazz youth orchestra courses, including 1 in-person course for the West of England Youth Orchestra in Summer 2021
- ... we presented a livestreamed Young Artist Lunchtime Concert Series in partnership with City Music Foundation

**Supporting Communities**

- ... we delivered over 140 participation opportunities as part of Creative Learning & Community Engagement projects - including livestreams, workshops, and performances - reaching over 3,000 people
- ... we delivered 5 Celebrating Age Wiltshire online concerts, reaching 5,775 views to date
- ... we created 7 digital learning products, including our first two school livestream projects with accompanying resources and our annual family event 'My Science Fair' - engaging with over 200 viewers/families
- ... we delivered 55 outdoor performances and 36 visual art nature workshops through the Celebrating Age Wiltshire programme
- ... we delivered 11 monthly sessions of Zone Club, our music sessions for learning-disabled young adults, first online then moving to hybrid delivery in July 2021, engaging 40 people
- ... we delivered outreach workshops in 9 primary, secondary and SEN/D schools across Wiltshire with our professional visiting artists (Primary, Secondary and SEN/D)

**WMC'S YEAR IN REVIEW**

As a first-class concert hall, community centre and creative learning hub WMC plays an instrumental role in the well-being of more than 65,000 people a year, as well as in the personal and professional development

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of many musicians, including artists, music teachers, students, participants, community groups and volunteers. Throughout the COVID-19 pandemic Wiltshire Music Centre continued to deliver a broad programme of work that put the community centre stage through three core strands of delivery: in the community, at the Centre and from the stage.

**In the Community**

- **Leading Phase 2 of the Celebrating Age Wiltshire project and supporting the wellbeing of isolated older people across the county**

In May 2020 WMC received a multi-year grant of £385,500 from the National Lottery Community Fund to deliver Phase 2 of the Celebrating Age Wiltshire (CAW) project for four years, which is a county-wide partnership project which delivers culture and heritage events and activity in community settings to support the wellbeing of vulnerable older people. The project team has built strong relationships with GP Care Co-ordinators, Social Prescribers, Community Connectors and Care workers, and developed a suite of regular activities that are accessible to people in their homes, including doorstep concerts, one-to-one creative conversations and art/nature workshops in participants' gardens. The project reached 4,689 people through 439 activities in ten Wiltshire areas during the year. In addition to this our regular series of online concerts and events has received over 5,000 unique views.

- **Maintaining support for young learning-disabled adults**

Despite some challenges due to ongoing government restrictions, WMC continued to deliver the Zone Club project which provided support for learning-disabled young adults throughout the pandemic through monthly creative workshops and sharing opportunities. The monthly workshops continued to be held virtually until July 2021 when we were able to offer blended delivery, welcoming many participants back to the Centre whilst maintaining the option to join in online. During the monthly sessions, Zone Clubbers were expertly supported by musicians, music therapists, filmmakers and theatre practitioners to express themselves creatively and share ideas, supporting increased wellbeing and reduced social isolation, and the gave a public performance in December 2021. During the last year 38 young people engaged with the project.

- **Supporting the local community**

In March 2021 Wiltshire Music Centre hosted 'Finding Home', which was a two-day festival curated with Maya Youssef to celebrate Syrian culture; highlights include an album launch performance, cultural sharing event and a family concert. As part of our build up to the Festival Maya Youssef delivered workshops in 5 primary schools signposted by Wiltshire Council's Ethnic Minority and Traveller Service Schools Team, enabling us to reach schools with a wide demographic including those with Syrian heritage.

**At the Centre**

- **Providing performance opportunities through the West of England Youth Orchestra, Wiltshire Youth Jazz Orchestras and Wiltshire Youth Choir**

We continued to run courses for the West of England Youth Orchestra (WEYO) and the Wiltshire Youth Jazz Orchestra (WYJO) throughout the year. We supported the development of 81 young musicians through five developmental courses, which were delivered in person back at Wiltshire Music Centre. Through masterclasses, rehearsals, recording and performance opportunities, these regular courses held during the school holidays provided opportunities for talented young players to come together to develop their performance skills alongside like-minded musicians. Despite having to cancel two planned concerts in August due to Covid-19 restrictions, the players learnt and performed challenging repertoire under the direction of Timothy Redmond (Professor of Conducting at Guildhall School of Music) and a team of outstanding tutors.

We continued to deliver on our commitment to provide an affordable annual cost for participation in these

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ensembles, offering (up to 70%) bursaries for players with SEN/D or receiving Free School Meals and/or Pupil Premium, ensuring that WEYO and WYJO remained accessible to players from disadvantaged backgrounds. Six young musicians took advantage of the scheme.

Through Wiltshire Youth which is a county-wide non-auditioned choir for young singers aged 12 to 18, WMC continued to provide high-quality group singing opportunities outside of school, including the chance to perform in public with professional musicians. The Centre also continued to deliver the Wiltshire Jazz Academy which provides monthly sessions for young jazz musicians and this engaged 20 people over the course of the year.

- **Providing a safe and quality space for community groups to come together and rehearse**

We have continued to adopt a wide range of safety measures to enable WMC to be open for community use through the year as a Covid-secure venue; these included one-way systems, increased ventilation and air quality monitoring, safe room capacity limits, signing in procedures, PPE for staff and volunteers, Perspex screens, hand sanitiser stations and enhanced cleaning. Investment in these measures enabled us to provide a high-quality experience for community groups and remain open wherever possible in line with Government guidelines during the financial year.

- **Providing teaching and practice rooms for instrumental lessons**

We were delighted to provide space for peripatetic music teachers to deliver music lessons in WMC the studios as well as practice spaces for St Laurence school through out the year. We froze venue hire fees from September 2020 until August 2021 and offered discretionary discounts to those facing significant financial challenges during this time, to enable local musicians to restart their businesses and in order to re-engage the wider community.

**From the Stage**

- **Presenting a year-round programme with opportunities for both live and digital audiences**

The 2021 financial year opened with a mini-season of livestreamed concerts from May to June featuring three young artists from City Music Foundation, Belshazzar's Feast and SANSARA Chamber Choir. We presented a reduced Autumn / Winter concert season of 16 core promotion concerts (vs 26 in 2019) and highlights included the Orchestra of the Age of Enlightenment, English Touring Opera's semi-staged performance of Handel's Amadigi and Còig's Celtic-inspired Canadian folk. We presented another slightly reduced programme of events in Spring 2022 of 19 core concerts (vs 28 in 2019) and a series of 5 lunchtime recitals, which included VOCES8's long-awaited debut, Alex Mendham and his Orchestra, Riot Ensemble, Breabach, Sevens Indian Dance and young artists including Ariel Lanyi and Rozanna Madylus. We have continued to offer livestream concerts online behind a paywall in addition to our live events following capital investment in new digital broadcast facilities in 2020, which has strengthened our community offer and supported new revenue streams.

**STATEMENT OF TRUSTEES RESPONSIBILITIES**

The Trustees (who are also the Directors of The Wiltshire Music Centre Trust Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Trustees' Report  
for the Year Ended 31 March 2022

those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware;
- and the Trustees have taken all steps that 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.

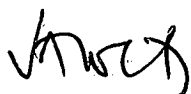
#### AUDITORS

The auditors, Moore, will be proposed for re-appointment at the forthcoming Annual General Meeting.

#### CONCLUSION AND THANKS

Despite all the challenges faced during this period and in particular the ongoing impact of the pandemic, the organisation has remained clearly focused on its objects and mission and confident about its future. I would like to thank all the Trustees for their support as we negotiated difficulties which we could hardly have imagined at the start of the year. I would also like to thank each and every member of staff, and our volunteers, our sponsors and funders, our Angels and Friends, and all associated with the Centre. It takes a great deal of skill to lead and manage an organisation through the challenges of the pandemic and I have been in awe of the Senior Management Team and their resilience, imagination, adaptability and sheer hard work to get us through this time.

This Annual Report was approved by order of the Board of Trustees, as the company Directors, on 10 December 2022 and signed on the Board's behalf by:



.....  
J A I Wetz – Chair

Report of the Independent Auditors to the Members of  
The Wiltshire Music Centre Trust Limited

**Opinion**

We have audited the financial statements of The Wiltshire Music Centre Trust Limited (the 'charitable company') for the year ended 31 March 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 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- 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 (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company'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 Report of the Independent Auditors 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 this gives rise to a material misstatement in the financial statements themselves. 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.



Report of the Independent Auditors to the Members of  
The Wiltshire Music Centre Trust Limited

**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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees. We have nothing to report in respect of the following matters where 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; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, 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 the trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

Report of the Independent Auditors to the Members of  
The Wiltshire Music Centre Trust Limited

**Our 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 a Report of the Independent Auditors 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. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

**Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit in respect of 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 to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.

We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditors to the Members of  
The Wiltshire Music Centre Trust Limited

**Use of our report**

This report is made solely to the charitable company'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 charitable company's members those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Mark Powell (Senior Statutory Auditor)  
for and on behalf of Moore  
Chartered Accountants and Statutory Auditor  
30 Gay Street  
Bath  
BA1 2PA

Date: 14/12/2022

Statement of Financial Activities  
for the Year Ended 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	375,150	124,601	499,751	662,408
<b>Charitable activities</b>					
Concerts		97,085	4,803	101,888	16,730
Sponsorship		5,000	5,000	10,000	4,810
Educational activities		62,905	26,080	88,985	32,956
Friends membership subscriptions		16,971	-	16,971	23,998
Other trading activities	3	110,840	-	110,840	97,725
Investment income	4	31,720	-	31,720	26,921
<b>Total</b>		<u>699,671</u>	<u>160,484</u>	<u>860,155</u>	<u>865,548</u>
<b>EXPENDITURE ON</b>					
Raising funds	6	39,088	930	40,018	12,337
<b>Charitable activities</b>	7				
Concerts		429,183	195,831	625,014	291,410
Educational activities		-	48,592	48,592	195,550
Management and administration		10,171	4,750	14,921	41,205
Other costs		258,867	3,633	262,500	131,809
<b>Total</b>		<u>737,309</u>	<u>253,736</u>	<u>991,045</u>	<u>672,311</u>
Net gains on investments		<u>26,725</u>	<u>-</u>	<u>26,725</u>	<u>107,975</u>
<b>NET INCOME/(EXPENDITURE)</b>		(10,913)	(93,252)	(104,165)	301,212
<b>Transfers between funds</b>	21	<u>(17,476)</u>	<u>17,476</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		(28,389)	(75,776)	(104,165)	301,212
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<u>2,493,503</u>	<u>253,811</u>	<u>2,747,314</u>	<u>2,446,102</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>2,465,114</u></u>	<u><u>178,035</u></u>	<u><u>2,643,149</u></u>	<u><u>2,747,314</u></u>

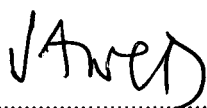
Balance Sheet  
31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
<b>FIXED ASSETS</b>					
Intangible assets	13	12,264	-	12,264	12,973
Tangible assets	14	1,620,124	-	1,620,124	1,700,040
Investments	15	797,655	-	797,655	770,931
		2,430,043	-	2,430,043	2,483,944
<b>CURRENT ASSETS</b>					
Stocks	16	1,703	-	1,703	1,907
Debtors	17	100,480	-	100,480	57,416
Cash at bank		83,665	178,035	261,700	365,174
		185,848	178,035	363,883	424,497
<b>CREDITORS</b>					
Amounts falling due within one year	18	(150,777)	-	(150,777)	(115,563)
<b>NET CURRENT ASSETS</b>		35,071	178,035	213,106	308,934
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		2,465,114	178,035	2,643,149	2,792,878
<b>CREDITORS</b>					
Amounts falling due after more than one year	19	-	-	-	(45,564)
<b>NET ASSETS</b>		2,465,114	178,035	2,643,149	2,747,314

Balance Sheet - continued31 March 2022

<b>FUNDS</b>	21		
Unrestricted funds		2,465,114	2,493,503
Restricted funds		<u>178,035</u>	<u>253,811</u>
<b>TOTAL FUNDS</b>		<u>2,643,149</u>	<u>2,747,314</u>

The financial statements were approved by the Board of Trustees and authorised for issue on  
 .....9.12.22..... and were signed on its behalf by:

  
 .....  
 J A I Wetz - Trustee

**Cash Flow Statement**  
**for the Year Ended 31 March 2022**

	Notes	31.3.22 £	31.3.21 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>(50,058)</u>	<u>194,442</u>
Net cash (used in)/provided by operating activities		<u>(50,058)</u>	<u>194,442</u>
<b>Cash flows from investing activities</b>			
Purchase of intangible fixed assets		(9,783)	-
Purchase of tangible fixed assets		(25,714)	(45,759)
Purchase of fixed asset investments		(26,724)	(77,000)
Sale of intangible fixed assets		3,202	-
Sale of tangible fixed assets		(2,842)	-
Sale of fixed asset investments		26,725	-
Dividends received		<u>31,720</u>	<u>26,921</u>
Net cash used in investing activities		<u>(3,416)</u>	<u>(95,838)</u>
<b>Cash flows from financing activities</b>			
New loans in year		-	50,000
Loan repayments in year		<u>(50,000)</u>	<u>-</u>
Net cash (used in)/provided by financing activities		<u>(50,000)</u>	<u>50,000</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>(103,474)</u>	<u>148,604</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>365,174</u>	<u>216,570</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>261,700</u></u>	<u><u>365,174</u></u>

Notes to the Cash Flow Statement  
for the Year Ended 31 March 2022

**1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	31.3.22 £	31.3.21 £
<b>Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)</b>	(104,165)	301,212
<b>Adjustments for:</b>		
Depreciation charges	112,920	113,786
Gain on investments	(26,725)	(107,975)
Loss on disposal of fixed assets	2,842	-
Dividends received	(31,720)	(26,921)
Decrease in stocks	204	1,164
(Increase)/decrease in debtors	(43,064)	18,682
Increase/(decrease) in creditors	<u>39,650</u>	<u>(105,506)</u>
<b>Net cash (used in)/provided by operations</b>	<u>(50,058)</u>	<u>194,442</u>

**2. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.4.21 £	Cash flow £	At 31.3.22 £
<b>Net cash</b>			
Cash at bank	<u>365,174</u>	<u>(103,474)</u>	<u>261,700</u>
	<u>365,174</u>	<u>(103,474)</u>	<u>261,700</u>
<b>Debt</b>			
Debts falling due within 1 year	(4,436)	4,436	-
Debts falling due after 1 year	<u>(45,564)</u>	<u>45,564</u>	<u>-</u>
	<u>(50,000)</u>	<u>50,000</u>	<u>-</u>
<b>Total</b>	<u>315,174</u>	<u>(53,474)</u>	<u>261,700</u>



Notes to the Financial Statements  
for the Year Ended 31 March 2022

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

**General information**

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Ashley Road, Bradford on Avon, Wiltshire BA15 1DZ.

**Going concern**

The Trustees believe that based on the forecasts for the next 12 months, the cash reserves available will be sufficient to cover any short to medium term cash requirements. For example, the risk management designated fund would be used to meet liabilities as they fall due if unrestricted general reserves became insufficient. The Trustees consider the going concern basis to remain an appropriate basis on which to draw up these financial statements.

**Income**

All incoming resources are included in the statement of financial activities when the charity is entitled to the income, any performance conditions attached to the item(s) of income have been met, its receipt is probable and the amount can be measured reliably. The following policies are applied to particular categories of income:

Income from concerts is included in the period in which the relevant performance takes place and is stated after discounts and net of VAT where applicable. Income received in advance of a concert or provision of other specified service is deferred until the criteria for income recognition are met.

Income from grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: The charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated facilities and services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item.

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022

**1. ACCOUNTING POLICIES - continued**

**Income**

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the trustees' annual report.

**Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure includes any VAT which cannot be fully recovered. The following policies are applied to particular categories of expenditure:

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. Such indirect costs are allocated to activities in proportion to the time spent by staff on each activity.

Governance costs are included in charitable expenditure 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.

**Amortisation**

Amortisation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Website - 5 years  
Box Office system - 5 years

**Tangible fixed assets**

All fixed assets are initially recorded at cost and are subsequently stated at cost less any accumulated depreciation.

**Depreciation**

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Freehold Property - 50 years  
Office Equipment - 5 years  
Fixtures, Fittings and instruments - 4 or 10 years  
Plant and machinery - 5 or 10 years

**Stocks**

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022

**1. ACCOUNTING POLICIES - continued**

**Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or through the terms of an appeal.

**Liabilities**

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the group anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Debtors, creditors and cash at bank and in hand are measured at amortised cost and investments are measured at their fair value.

**Debtors**

Trade and other debtors with no stated interest rate and due within one year are recorded at the amount of the cash or other consideration expected to be received. Prepayments are valued at the amount paid.

**2. DONATIONS AND LEGACIES**

	31.3.22	31.3.21
	£	£
Donations	123,608	38,389
Trusts and Foundations	<u>376,143</u>	<u>624,019</u>
	<u>499,751</u>	<u>662,408</u>

Grants received, included in the above, are as follows:

	31.3.22	31.3.21
	£	£
Grants	234,242	470,802
Charitable Trusts	<u>141,901</u>	<u>153,217</u>
	<u>376,143</u>	<u>624,019</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022**2. DONATIONS AND LEGACIES - continued**

Grant income includes Government grants received and receivable of £Nil (2021: £78,877) for the Coronavirus Job Retention Scheme.

**3. OTHER TRADING ACTIVITIES**

	31.3.22	31.3.21
	£	£
Fundraising events	5,437	44,381
Core user income	46,437	42,167
Lettings income	26,268	7,974
Bar and catering income	12,784	120
Box office income	19,914	3,083
	<u>110,840</u>	<u>97,725</u>

**4. INVESTMENT INCOME**

	31.3.22	31.3.21
	£	£
Income from investments	<u>31,720</u>	<u>26,921</u>

**5. INCOME FROM CHARITABLE ACTIVITIES**

	Activity	31.3.22	31.3.21
		£	£
Concert income	Concerts	101,888	16,730
Sponsorship	Sponsorship	10,000	4,810
Education project income	Educational activities	88,985	32,956
Friends membership subs	Friends membership subscriptions	16,971	23,998
		<u>217,844</u>	<u>78,494</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022**6. RAISING FUNDS****Other trading activities**

	31.3.22	31.3.21
	£	£
Bad debts	1,117	(314)
Marketing and PR costs	4,520	2,895
Bar, box office and lettings	23,778	6,465
Loss on sale of assets	<u>2,842</u>	<u>-</u>
	<u>32,257</u>	<u>9,046</u>

**Investment management costs**

	31.3.22	31.3.21
	£	£
Portfolio management	<u>7,761</u>	<u>3,291</u>
Aggregate amounts	<u>40,018</u>	<u>12,337</u>

**7. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £	Support costs (see note 8) £	Totals £
Concerts	625,014	-	625,014
Educational activities	48,592	-	48,592
Management and administration	14,921	-	14,921
Other costs	<u>160,856</u>	<u>101,644</u>	<u>262,500</u>
	<u>849,383</u>	<u>101,644</u>	<u>951,027</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022**8. SUPPORT COSTS**

	Management	Other	Governance costs	Totals
	£	£	£	£
Other costs	<u>45,634</u>	<u>18,723</u>	<u>37,287</u>	<u>101,644</u>

**9. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	31.3.22	31.3.21
	£	£
Depreciation - owned assets	105,630	105,777
Deficit on disposal of fixed assets	2,842	-
Box Office system amortisation	2,360	3,079
Website amortisation	4,930	4,930
Auditors' remuneration	4,900	4,800
Auditors' remuneration - other services	<u>1,500</u>	<u>1,300</u>

**10. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

**Trustees' expenses**

During the year trustees were reimbursed expenses amounting to £Nil (2021: £52).

**11. STAFF COSTS**

	31.3.22	31.3.21
	£	£
Wages and salaries	318,837	296,560
Social security costs	20,070	21,067
Other pension costs	<u>9,618</u>	<u>10,209</u>
	<u>348,525</u>	<u>327,836</u>

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

	31.3.22	31.3.21
Concerts	5	3
Marketing	1	2
Education	3	2
Administration and support	<u>4</u>	<u>5</u>
	<u>13</u>	<u>12</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022

**11. STAFF COSTS - continued**

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

No employee received remuneration of more than £60,000 during the year (2021: nil).

The Trustees consider Key Management Personnel to be the Chief Executive & Artistic Director, the Head of Creative Learning & Community Engagement, the Director of Communications, the Director of Development, and the Head of Finance. Their total benefits during the year amounted to £158,050 (2021: £156,973).

**12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	225,787	436,621	662,408
<b>Charitable activities</b>			
Concerts	16,730	-	16,730
Sponsorship	1,810	3,000	4,810
Educational activities	25,745	7,211	32,956
Friends membership subscriptions	23,908	90	23,998
Other trading activities	97,725	-	97,725
Investment income	26,921	-	26,921
<b>Total</b>	<b>418,626</b>	<b>446,922</b>	<b>865,548</b>
<b>EXPENDITURE ON</b>			
Raising funds	11,804	533	12,337
<b>Charitable activities</b>			
Concerts	120,891	170,519	291,410
Educational activities	8,551	186,999	195,550
Management and administration	39,455	1,750	41,205
Other costs	127,010	4,799	131,809
<b>Total</b>	<b>307,711</b>	<b>364,600</b>	<b>672,311</b>
Net gains on investments	107,975	-	107,975
<b>NET INCOME</b>	<b>218,890</b>	<b>82,322</b>	<b>301,212</b>
Transfers between funds	(5,067)	5,067	-
<b>Net movement in funds</b>	<b>213,823</b>	<b>87,389</b>	<b>301,212</b>

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022

**12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	2,279,680	166,422	2,446,102
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>2,493,503</u>	<u>253,811</u>	<u>2,747,314</u>

**13. INTANGIBLE FIXED ASSETS**

	Box Office system £	Website £	Totals £
<b>COST</b>			
At 1 April 2021	15,395	24,650	40,045
Additions	9,783	-	9,783
Disposals	<u>(15,395)</u>	<u>-</u>	<u>(15,395)</u>
At 31 March 2022	<u>9,783</u>	<u>24,650</u>	<u>34,433</u>
<b>AMORTISATION</b>			
At 1 April 2021	10,654	16,418	27,072
Charge for year	2,360	4,930	7,290
Eliminated on disposal	<u>(12,193)</u>	<u>-</u>	<u>(12,193)</u>
At 31 March 2022	<u>821</u>	<u>21,348</u>	<u>22,169</u>
<b>NET BOOK VALUE</b>			
At 31 March 2022	<u>8,962</u>	<u>3,302</u>	<u>12,264</u>
At 31 March 2021	<u>4,741</u>	<u>8,232</u>	<u>12,973</u>



Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022**14. TANGIBLE FIXED ASSETS**

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Totals £
<b>COST</b>				
At 1 April 2021	2,423,541	373,787	525,420	3,322,748
Additions	<u>10,077</u>	<u>6,244</u>	<u>9,393</u>	<u>25,714</u>
At 31 March 2022	<u>2,433,618</u>	<u>380,031</u>	<u>534,813</u>	<u>3,348,462</u>
<b>DEPRECIATION</b>				
At 1 April 2021	945,404	253,466	423,838	1,622,708
Charge for year	<u>45,686</u>	<u>20,618</u>	<u>39,326</u>	<u>105,630</u>
At 31 March 2022	<u>991,090</u>	<u>274,084</u>	<u>463,164</u>	<u>1,728,338</u>
<b>NET BOOK VALUE</b>				
At 31 March 2022	<u>1,442,528</u>	<u>105,947</u>	<u>71,649</u>	<u>1,620,124</u>
At 31 March 2021	<u>1,478,137</u>	<u>120,321</u>	<u>101,582</u>	<u>1,700,040</u>

**15. FIXED ASSET INVESTMENTS**

	Listed investments £
<b>MARKET VALUE</b>	
At 1 April 2021	770,931
Additions	<u>26,724</u>
At 31 March 2022	<u>797,655</u>
<b>NET BOOK VALUE</b>	
At 31 March 2022	<u>797,655</u>
At 31 March 2021	<u>770,931</u>

There were no investment assets outside the UK.

**Analysis of investments at 31 March 2022**

	Total Funds	
	2022 £	2021 £
Listed investments	794,072	762,536
UK cash held as part of portfolio	<u>3,583</u>	<u>8,395</u>
	<u>797,655</u>	<u>770,931</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022

**16. STOCKS**

	31.3.22	31.3.21
	£	£
Finished goods	<u>1,703</u>	<u>1,907</u>

**17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.22	31.3.21
	£	£
Trade debtors	15,761	2,993
Other debtors	21,819	42,293
VAT	-	1,142
Prepayments and accrued income	<u>62,900</u>	<u>10,988</u>
	<u>100,480</u>	<u>57,416</u>

**18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.22	31.3.21
	£	£
Bank loans and overdrafts (see note 20)	-	4,436
Trade creditors	70,667	64,853
Social security and other taxes	5,613	5,256
VAT	1,173	-
Other creditors	1,452	1,326
Accruals and deferred income	<u>71,872</u>	<u>39,692</u>
	<u>150,777</u>	<u>115,563</u>

**19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	31.3.22	31.3.21
	£	£
Bank loans (see note 20)	<u>-</u>	<u>45,564</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022**20. LOANS**

An analysis of the maturity of loans is given below:

	31.3.22 £	31.3.21 £
Amounts falling due within one year on demand:		
Bank loans	-	4,436
Amounts falling between one and two years:		
Bank loans - 1-2 years	-	10,647
Amounts falling due between two and five years:		
Bank loans - 2-5 years	-	31,941
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	-	2,976

The Bounce Back Loan is covered by the Business Interruption Payment (BIP) scheme offered by the UK Government during the Coronavirus pandemic. the BIP will cover interest payments for the first 12 months. Thereafter, the repayable amount is based on a fixed interest rate of 2.5% payable on the outstanding principal amount of the loan.

This loan was repaid in full on 6 October 2021 before any interest charges were incurred.

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022

**21. MOVEMENT IN FUNDS**

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
<b>Unrestricted funds</b>				
General fund	376,249	105,199	(126,409)	355,039
Fixed Assets	1,667,254	(116,112)	108,933	1,660,075
Building Maintenance Plan	200,000	-	-	200,000
Risk Management fund	200,000	-	-	200,000
Environmental Sustainability	50,000	-	-	50,000
	<u>2,493,503</u>	<u>(10,913)</u>	<u>(17,476)</u>	<u>2,465,114</u>
<b>Restricted funds</b>				
Creative Learning fund	116,043	(37,391)	-	78,652
Youth Orchestra Reserve fund	27,077	-	-	27,077
Young Artist fund	3,725	(450)	-	3,275
Arts Council Cultural Recovery Fund	7,319	(33,454)	26,135	-
Celebrating Age Wiltshire	93,683	(24,652)	-	69,031
Warm Welcome Appeal fund	5,964	2,695	(8,659)	-
	<u>253,811</u>	<u>(93,252)</u>	<u>17,476</u>	<u>178,035</u>
<b>TOTAL FUNDS</b>	<u>2,747,314</u>	<u>(104,165)</u>	<u>-</u>	<u>2,643,149</u>

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

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
<b>Unrestricted funds</b>				
General fund	699,671	(621,197)	26,725	105,199
Fixed Assets	-	(116,112)	-	(116,112)
	699,671	(737,309)	26,725	(10,913)
<b>Restricted funds</b>				
Creative Learning fund	92,760	(130,151)	-	(37,391)
Young Artist fund	(450)	-	-	(450)
Arts Council Cultural Recovery Fund	(33,454)	-	-	(33,454)
Celebrating Age Wiltshire	98,933	(123,585)	-	(24,652)
Warm Welcome Appeal fund	2,695	-	-	2,695
	<u>160,484</u>	<u>(253,736)</u>	<u>-</u>	<u>(93,252)</u>
<b>TOTAL FUNDS</b>	<u>860,155</u>	<u>(991,045)</u>	<u>26,725</u>	<u>(104,165)</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022

**21. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
<b>Unrestricted funds</b>				
General fund	98,640	332,676	(55,067)	376,249
Fixed Assets	1,781,040	(113,786)	-	1,667,254
Building Maintenance Plan	200,000	-	-	200,000
Risk Management fund	200,000	-	-	200,000
Environmental Sustainability	-	-	50,000	50,000
	<u>2,279,680</u>	<u>218,890</u>	<u>(5,067)</u>	<u>2,493,503</u>
<b>Restricted funds</b>				
Creative Learning fund	126,816	10,407	(21,180)	116,043
Youth Orchestra Reserve fund	36,051	(8,974)	-	27,077
Young Artist fund	3,555	170	-	3,725
Other restricted funds	-	(5,067)	5,067	-
Arts Council Cultural Recovery Fund	-	7,319	-	7,319
Celebrating Age Wiltshire	-	72,503	21,180	93,683
Warm Welcome Appeal fund	-	5,964	-	5,964
	<u>166,422</u>	<u>82,322</u>	<u>5,067</u>	<u>253,811</u>
<b>TOTAL FUNDS</b>	<u><u>2,446,102</u></u>	<u><u>301,212</u></u>	<u><u>-</u></u>	<u><u>2,747,314</u></u>

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022

**21. MOVEMENT IN FUNDS - continued**

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

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
<b>Unrestricted funds</b>				
General fund	418,626	(193,925)	107,975	332,676
Fixed Assets	-	(113,786)	-	(113,786)
	418,626	(307,711)	107,975	218,890
<b>Restricted funds</b>				
Creative Learning fund	72,535	(62,128)	-	10,407
Youth Orchestra Reserve fund	-	(8,974)	-	(8,974)
Young Artist fund	170	-	-	170
Other restricted funds	1,373	(6,440)	-	(5,067)
Government Covid Job Retention Scheme	78,877	(78,877)	-	-
Arts Council Cultural Recovery Fund	169,342	(162,023)	-	7,319
Celebrating Age Wiltshire	118,661	(46,158)	-	72,503
Warm Welcome Appeal fund	5,964	-	-	5,964
	446,922	(364,600)	-	82,322
<b>TOTAL FUNDS</b>	<u>865,548</u>	<u>(672,311)</u>	<u>107,975</u>	<u>301,212</u>

**Unrestricted funds:**

General Fund £353,039

The General Fund is the net result of the primary operating fund of the organisation. The general fund will be used in significant investments in the coming years including building upgrades and a new website. It will also fund the deficit budget which has been forecast for 22/23 and 23/24 as the organisation re-establishes its activities after the Covid-19 pandemic.

**Designated**

Fixed Assets £1,660,075

The Fixed Asset funds represents the net book value of the fixed assets held by the Trust, including the freehold building, and so are not available for future use as part of general reserve.

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022

**21. MOVEMENT IN FUNDS - continued**

Building Maintenance Plan £200,000

The Trust commissioned a report in 2015 from BJP, M&E Consultants, which has informed a 10-year maintenance plan for the freehold building. This report recommended a total spend over a 10-year period of £150,000 and this will be continued on a rolling basis. In line with inflationary price increases and as a continued commitment to ensuring that the Trust's freehold property is maintained to the highest standard ensuring its longevity and providing the best possible environment for all visitors to the Centre, the Trust committed to a Building Maintenance reserve of £200,000.

Risk Management Fund £200,000

A detailed analysis of the required minimum level of reserves is undertaken and this is based on a risk assessment of the main risks relating to loss of income. The reserves policy requires that the designated reserves include a risk management fund maintained at a level which will enable the Trustees to adjust the business model to compensate for potential adverse operating conditions over a 2-year period to maintain the Trust as an operating arts organisation. This is currently estimated at £200,000 and it is reassessed annually.

Environmental Sustainability £50,000

The Environmental Sustainability Fund was established in 2020/21 to contribute towards an ongoing Carbon Reduction Programme, including a sustainability study and future works resulting from it. In line with the board's commitment to this area of work this fund will hopefully act as a catalyst for further fundraising and development in this area.

**Restricted Funds**

Creative Learning Fund £78,652

The Creative Learning Fund represents the balance of our Creative Learning projects at the financial year end, minus those which are specifically accounted for below. This includes between 12-15 active projects per year.

Youth Orchestra Reserve Fund £27,077

The Youth Orchestra Reserve Fund is a combination of gifted income received when Wiltshire Music Centre took over the leadership of the West of England Youth Orchestra and Wiltshire Youth Jazz Orchestra from the local authority in Autumn 2015. The fund supports the orchestras' operations and ensures the provision is financially secured within a given year.

Young Artist Funds £3,275

The Young Artist Fund supports our talent development program for young and emerging artists, providing support through performances, mentoring and educational leadership opportunities. This modest restricted balance enables us to commit to the program on an annual rolling basis, ahead of receipt of fundraised income.

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022

**21. MOVEMENT IN FUNDS - continued**

Arts Council Cultural Recovery Fund £Nil

The Arts Council Cultural Recovery Fund represents the balance from our Round 1 application that has been agreed by Arts Council England to be carried forward to 2021/22. The funds have been spent within the year.

Celebrating Age Wiltshire £69,031

The Celebrating Age Wiltshire fund is the balance at the financial year end of a 5-year project started in 2019. It is a county wide project which delivers culture and heritage events in community settings to support the health and wellbeing of isolated and vulnerable older people.

Warm Welcome Appeal Fund £Nil

The Warm Welcome Appeal Fund represents the balance of an appeal which ran during 2020/21 and 2021/22 to raise funds to replace our retired boiler. Works were carried out during 2021/22 and all funds were spent.

**Transfers between funds**

As part of the Trustees' ongoing consideration of reserves, a detailed review has continued through the year to 31 March 2022 to assess the presentation of funds. Transfers of £108,933 reflect the allocation of assets to designated funds and clear utilisation of restricted funds in the year.

**22. RELATED PARTY DISCLOSURES**

During the year the Charity received grants totalling £37,656 (2021: £62,449) from Wiltshire Council of which a trustee was an elected member. The Charity also received rental income of £27,450 (2021: £26,584) from St Laurence School of which a trustee is also a governor of the school.

**23. COMPANY LIMITED BY GUARANTEE**

Every member of the company undertakes to contribute such amounts as may be required (not exceeding £1) to the company's assets if it should be wound up while he or she is a member; for payment of the charity's debts and liabilities contracted before he or she ceases to be a member; and of the costs, charges and expenses of winding up and for the adjustment of the rights of the contributories among themselves.