

THE ROYAL SCHOOL OF CHURCH MUSIC

Report of Council and Accounts

for the year ended

31 December 2020

Founded by Sir Sydney Nicholson in 1927

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

Registered Office

19 The Close, Salisbury, Wiltshire SP1 2EB

Governing Document

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

Charitable Objects

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

Royal Patron

Her Majesty the Queen

Patrons

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

President

His Grace The Lord Archbishop of Canterbury

Vice-Presidents

The Right Revd David Stancliffe
The Right Revd Nicholas Holtam
Brian Kay

Council (Trustees and Directors)

1. The Very Reverend Dr John Hall (Chairman)
2. Phil Taylor (Vice Chair)
3. Peter Connor
4. Brigid Parkin
5. Mary Evans
6. Anna Macham
7. Chris Bridges
8. Andrew Morgan
9. Edward Wild
10. Revd Angie Paterson
11. Tansy Castledine (joined July 2020, first Council attendance 21 September 2020)
12. Nicholas Riddle (joined August 2020, first Council attendance 21 September 2020)
13. John Halsey (joined July 2020, first Council attendance 21 September 2020)

- Jane Woodward resigned from RSCM Council at the end of 2020
- Robin Thomas retired from Council March 2021
- David Price retired from Council June 2020

Honorary Advisors

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

Senior Officers and Managers

Director	Hugh Morris
Deputy Director Operations / Company Secretary	Stephen Mansfield
Deputy Director Education and Voluntary Networks	Sal McDougall (from 1 June 2020)

Advisers

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

REPORT OF COUNCIL

OUR MISSION AND APPROACH

Our Vision

A Church drawn closer to God through music

Our Mission

The Christian faith underpins everything we do; and as the Heart and Home of church music, the RSCM promotes "the study, practice and improvement of music and other matters relevant to the conduct of Christian worship."

Public Benefit

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

SPECIAL NOTE - COVID

The following report, relating as it does to the year of the pandemic, would be incomplete, and quite disingenuous, if at least some recognition were not made of an unprecedented event that has impacted not only RSCM but society everywhere.

The impact on RSCM, along with most other charities and businesses has been widespread, challenging and sustained; but equally it has led to an unparalleled stream of innovation and creativity, which has led the organisation to be viewed in a renewed light of positive respect by the constituents it seeks to serve; and for significant progress to be made in reforms of various kinds.

Challenges have included that we have been unable to run the many kinds of educational courses that are an established part of the RSCM offering. Our Publishing business has been hit hard by there being little or no need to buy new printed material, or replace old stock, when music in worship, and even worship itself, have been curtailed. Our Development / fundraising agenda to support the missional work of the charity has been stymied by our inability to hold the kind of events on which that kind of reaching out depends. And at local level, our fifty or so teams of volunteers have been stalled in all the normal local activities, area festivals, Eat Meet and Sing gatherings and so forth, that are such a part of RSCM life and fellowship at the local parish level. The aggregate effect on RSCM, financially and missionally, has been difficult, constant and profound.

However, set against all that, we have been able to build a whole array of innovative online resources and events to offset the socially isolating and other effects of the pandemic. Missionally, this has been a critical response to society's and the church's need. Having been in a position where our staff had already been trained in Microsoft Teams, the switch to full remote working was immediate and seamless and so we were able to respond quickly to the first lockdown. Our first innovative participative online service, The Big Easter Evensong, attracted some 2000 singers joining in live, with special resources to support them prepared; and we have provided a number of such opportunities as well as smaller scale online support. As a whole, many tens of thousands have viewed or engaged with our content, giving us a level of engagement and reach which has led to significant impact. Google Analytics shows that over 60,000 Pageviews were thus far recorded, just on that part of our website devoted to addressing the challenges of COVID. The feedback we have consistently received has been heart-warming and universal. Links with the churches we serve, most especially the central Church of England, have been much strengthened; the RSCM has become a central, formative adviser to the Recovery Group and our 'FAQs' document on the website has become a go-to resource for those planning resumption of worship. Financially, such activities cannot come close to matching the income we have foregone across the year, and we have had to call upon reserves to maintain mission, but it has been crucial in nurturing connectedness and in keeping alive the "study, practice and improvement of music in Christian worship" which is the lifeblood of RSCM and its membership, whether individuals, churches or team ministries / benefices.

Just four examples of the kind of feedback there has been (there have been hundreds of similar expressions of support) to this response to the situation:

1. *"May I say a big 'thank you' for the hymns and the two Sunday services, all of which I have listened to and sung. It has been a great help during this time of self-isolation and to know that I am joining in with others instead of worshipping in my church. Lent, Passiontide and Easter are very special times in the Church's calendar and your words and music will help me to follow Christ to the cross and celebrate with Mary on Easter in saying 'I have seen the Lord'"*
2. *"Thank you, thank you, thank you. These resources are fantastic. I was sliding fast. Felt isolated from it all and here you are, offering all this. Structured, variety, and top-quality sessions. "*
3. *"I am grateful for your email and would like to say that I am extremely impressed by the huge range of work you at the RSCM have put into helping us through this crisis. You have been fast to respond and continue to offer help to all kinds of church musicians everywhere. Some of my choristers took part in Evensong on Easter Sunday and found it very uplifting. A lot more are looking forward to Music Sunday. Some have also taken part in your Voice for Life materials and webinars – we had 10 candidates preparing for exams in June. I am also grateful for your webinars because it is good to know that my thoughts are shared by so many, that we are all trying to keep going in a variety of ways and to be inspired by the ideas and possibilities put forward. After my suggestion, some*

of my choristers are also sending you donations. The RSCM has been absolutely excellent this year and I am proud to be a member."

- 4. "Just to say how much I appreciate the 20 minutes of quiet Compline on a Wednesday evening during Lent. Although we cannot meet in our churches for this quiet time of contemplation it is good to know that the RSCM has again been helping us by using YouTube and bringing it into our homes."*

Huge tribute must be paid to the staff, both missional and operational, who have responded to the workload that bringing about this array of alternative offerings has meant. Staff morale continued to hold firm despite the testing circumstances, amid all the technical and other challenges of a year like no other year that society has seen.

Technical tools such as Microsoft 365 with its array of Teams, Planner, Forms, OneDrive and so on have allowed our staff to collaborate, albeit remotely, in ways that have made many of COVID's pressures easier to address. But all the technology in the world is nothing without a motivated and energised team to use it, and tribute is paid to the staff who have worked tirelessly, cheerfully, and often entirely unseen, through all the pandemic's trials.

As, God willing, society starts to emerge from COVID's nightmare, the overall result for RSCM should thus be a strengthened rather than a weakened offering. A challenge will be how best to blend what we have invented and delivered in 2020 with the revival of the more traditional offerings we make. This raises its own very real resourcing challenges since it is inconceivable that what has come to be in 2020 will be discontinued once COVID fades from view. There will be a blending of online and face-to-face offerings that will have to find its own level, its own voice, and its own ways of being resourced in its totality.

EDUCATION

While 2020 began in the normal way for our education department, the dramatic effect of the Covid-19 pandemic on our work was nowhere more evident than in the way in which the delivery of our education work was transformed, almost literally overnight, in March 2020 when the first national lockdown meant that in-person events and training were no longer possible. Like so many other organisations, the RSCM quickly learned that if it was to continue to offer meaningful education to its members then courses, events and RSCM Award sessions would need to be delivered online.

Thanks to the incredible effort and hard work of the education team, an online presence for our education work was established quickly, and the RSCM was soon delivering webinars on an impressive range of topics featuring RSCM core staff as well as experts in specific fields. The RSCM also offered weekly 'Sunday Self-Services' from March until July, and a 'Hymn for the Day' each day during the week until August.

As the months unfolded, it became clear that the continuing Covid-19 pandemic situation meant that in-person education events would not be possible in the summer. Instead, RSCM

offered a smaller, online course which attracted more than 60 participants aged 9-23 from four continents, and at the time of writing the resulting performance of the large-scale anthem around which the course was based has been viewed 2.1k times.

While it had been hoped that it would be possible to arrange training events or courses for young people later in the year, this was not possible because of the ongoing pandemic. Plans for the Millennium Youth Choir were placed on hold, with the hope that in-person courses and events will be possible at some point in 2021. This included MYC's 20th anniversary celebrations, which were due to take place at Westminster Abbey in April, and have now been postponed to autumn 2021.

The recently formed Intermediate Millennium Youth Choir was also unable to meet, but the same desire to provide in-person opportunities for the younger age group (12-16) remains as strong as ever.

Both MYC and iMYC members were given the opportunity to take part in virtual choir projects during 2020, contributing to the Big Easter Evensong in April, and the Big Music Sunday service in June.

The effect of the restrictions on singing together which were put in place as the pandemic worsened was also clearly evidenced in the schedules of our adult choirs, and we are grateful to the directors of Northern Cathedral Singers, Voices West, Voices South and Scottish Voices for their online work with these groups at a time when in-person singing for amateur groups was prohibited.

Work on the four education strands of our work continued to adapt to the ever-changing environment to which the pandemic gave rise. Thanks to the dedication and hard work of RSCM staff, new online resources for those preparing for RSCM Awards exams were created, and courses and tuition which had previously been offered in-person were quickly adapted for the online environment. These varied in length from a few hours to several days.

RSCM Education also ventured into the world of webinars for the first time, and between March and December offered a total of 78 webinars across topics ranging from practical essentials for conducting to a forum discussion for professional organists to suggestions for celebrating Christmas under Covid restrictions.

The Organ Scholar Survival Kit, a course specifically aimed at preparing those about to start cathedral organ scholarships, was once again offered in September. Led by Rosemary Field, the course was run entirely online over two days, with three participants. As in previous years, the course had a significant impact on the students who attended.

Our residential course for clergy and worship leaders, Music for Mission and Ministry, was unable to run during 2020. However, we ran a lightly modified version over Zoom in September, attended by 14 people from the UK, Ireland, Canada and Australia. Running the course online enabled attendance by those further afield, as well as those for whom a residential course was impractical.

RSCM Programmes of study

Voice for Life

Thousands of choristers undertake the Voice for Life scheme devised and published by the RSCM, in the UK and around the world. In a structured and rewarded environment, and with many hours of tuition from church musicians, it helps choristers improve their singing, musicianship and contextual knowledge. For those who wish for validation of their work beyond the parish, RSCM conducts Voice for Life Awards. In 2019, RSCM made 452 such awards. However, in 2020, the number undertaking Awards exams was as follows:

- Bronze 74
- Silver 36
- Gold 4

This represents a drop of 338 on the number of candidates in 2019. Again, the pandemic has had a significant effect on our ability to deliver our work. However, in November, we successfully trialled online examining at Bronze and Silver levels, enabling us to resume assessing candidates despite the continuing pandemic restrictions.

A full revision of the Awards was intended in 2020. This work began in 2019 and will now be completed in 2021 with a new, streamlined syllabus, and online application process.

Church Music Skills

This course includes strands for organists, choir trainers, cantors and music group leaders, as well as general programmes entitled "Worship and ministry" and "Church music in practice". 21 students were registered on the Church Music Skills programme during 2020 (as compared with 19 in 2019).

Pipeline Organ Scholarships

Pipeline represents a three-way partnership between church, family, and the RSCM, with a focus on producing liturgical organists who commit to playing regularly for church services. For reasons which will by now be obvious, this too was adversely affected by the Covid-19 pandemic. Four scholarships were in place during 2020, but no new placements were possible.

Complete Church Organist project

This Welsh initiative, which enables group organ tuition and covers the essential aspects of service playing, continued in the early part of 2020 with five students attending a series of classes in two groups. The corporate nature of the project was inevitably affected by the restrictions imposed as a result of the pandemic.

RSCM Hub

We are confident that the introduction of RSCM Hub, a Moodle-based platform, will both enhance the educational experience students have with the RSCM and also enable us to increase our level of support for them as they learn with us.

PUBLISHING

RSCM Press provides three principal types of publication: educational and training material; liturgical and musical resources; and Membership Magazines. These benefit and support both RSCM affiliated churches who can purchase at a discount, and also the wider needs of church musicians.

New Publications

The 2020 festival service book, *God's Church for God's World*, a festival service to celebrate the variety and unity of God's world, and the theme for the Lambeth Conference in 2020 was published in early 2020. The Lambeth Conference has now been postponed until 2022, so it will enable us to use this wonderful collection of music from across the world, and for the re-vised Areas to engage with it to its full potential.

RSCM Carols for Sopranos Altos and Unison Lower Voices looked as though it might also have been doomed for 2020, but it actually provided an ideal collection for the times, where choir numbers were strictly limited, resulting in the first print run selling out. Digital rehearsal tracks were provided on request, and St Martin-in-the-fields recorded 10 of the carols, which then featured on 'A Church Near You' resource hub. The collection contains the last composition by Dr Richard Shephard, who has been composing for the RSCM since the early 1970's and who died in February 2021 after a long illness.

The third in a series of collections of the music of Margaret Rizza, *Ave Generosa – a musical journey with the mystics*, was published in 2020, to accompany the CD that was recorded at the beginning of the year on the Convivium Records label. With its incarnational theme, this will be given more exposure in the run up to Christmas.

2020 has seen a shift to provision of music as digital downloads, using the benefits of the new web shop. We provided a number of anthems as Virtual Choir Kits, which provided the music as well as rehearsal tracks and click tracks for recording for virtual choirs. We also provided music in download form for a number of online services, which proved extremely popular, including the Big Easter Sunday Service, The Big Music Sunday Service, RSCM Celebration Day and the Big Christmas Carol Service.

RSCM's organ music catalogue was an area that performed well under the circumstances. It seems there are more organists with organs in their dining rooms than you would think! The latest in our *Complete Church Organist* series, *Complete Church Organist Etudes*, composed by Rosemary Field, proved a best seller, with the first print run selling out and receiving excellent reviews. As publishers in the UK of the organ works of Denis Bédard, we published two works of his in 2020, including *Fantasia alla marcia*, which has also reprinted due to strong sales, and *Variations on Nun Komm, der Heiden Heiland..* Other organ works published in 2020 included David Halls's *Salisbury Suite*, Piers Maxim's *Malvern Suite*, both with encouraging initial sales.

Magazines

Church Music Quarterly (CMQ) and *Sunday by Sunday* continue to be valued by members, volunteers, and others. CMQ provides information and inspiration through a broad range of news, real-life stories, interviews and thought-provoking articles on church music issues. Highlights this year included in June 2020 *Diplomacy in Song*, about the music at the Field of the Cloth of Gold, *Singing Sheng* (musical styles in Nairobi church); Sept 2020 Prof Martin Ashley on the science behind the ban on singing; hymns and natural disasters by Dick Watson; Dec 2020 an interview with Aled Jones, and an article by David Stancliffe on Candlemas during Lockdown.

Sunday by Sunday combines RSCM's liturgy planner, indispensable for many, with training articles and printed music reviews, and is supported by a team of specialist contributors. Both CMQ and *Sunday by Sunday* are now available to download by RSCM members from the RSCM web shop, with the magazine also available on the website for wider congregation members.

Web Shop

The Web Shop, which was replaced during 2019 by a new web shop residing on the Hymns Ancient & Modern site, has come into its own in 2020, providing a platform for downloading webinars, helpsheets, and demonstration videos. Google Analytics indicates approx 250,000 Pageviews on the new site over the year concerned.

MEMBERSHIP (2020)

At 31 December 2020, RSCM's membership in the UK and abroad (but excluding RSCM America, RSCM Australia, RSCM Canada, RSCM New Zealand and RSCM South Africa, which have their own legally constituted RSCM charities) comprised:

Affiliates: 3429 (* 3595) (*Affiliate is the RSCM term for a member, affiliated church*)

Individuals: 1187 (* 1232)

Friends: 117 (* 280)

Students: 32 (* 39)

** 2019 figures are shown in brackets after the 2020 figures*

Through 2020, the RSCM Membership has continued on a steady downward trend, but not dipping below the trend line. The Friend memberships have moved into the umbrella of the Development department and so will cease to be included as part of the Membership function from 01/01/2021.

As part of the change in department ownership of the Friend membership category, five separate levels of Friend membership were created and all memberships that fell below the five levels, have moved into a category of 'Regular Supporter' which is not counted as part of the Membership function. This formalisation, in itself, has temporarily reduced the total Friend membership total, and thus, a circa 55% reduction in numbers is visible in the totals shown above. This total is expected to grow over the course of the forthcoming 2-3 years with specific rewards and offers being tailored toward the Friend categories.

The RSCM saw its first national membership conference in March 2020, which was a huge success, and included workshops, seminars, and keynote speakers. It attracted RSCM members from as far as India, and was very well subscribed. Every member that attended made it clear that the event was much needed by all and that the content was both relevant and of a high quality, and helpful to the church in 2020. Feedback and learnings will help form future plans for another conference in 2022.

Online applications and payment system continue to largely ease manual administration processes and rarely do paper applications get used anymore, although they are available. In turn, the membership renewal notices and chasers, which are now mostly emailed to members, allows a much more immediate approach to communications and the annual renewal of memberships.

As the RSCM continues to move into a more digitally able environment, and with its fresh, new, and rebranded resources continuing to develop, it is hoped that the relevancy and more targeted approach to its menu of member benefits will help serve as part of a better and more attractive offer to existing and new members over the next year or two.

DEVELOPMENT

How the RSCM raises voluntary income

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

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

- *the number of complaints received by the charity, or by a person acting on its behalf for the purposes of fundraising, about fundraising activity*
- *what the charity has done to protect vulnerable people and other members of the public from behaviour which:*
 - *is an unreasonable intrusion on a person's privacy*
 - *is unreasonably persistent*
 - *places undue pressure on a person to give money or other property*

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

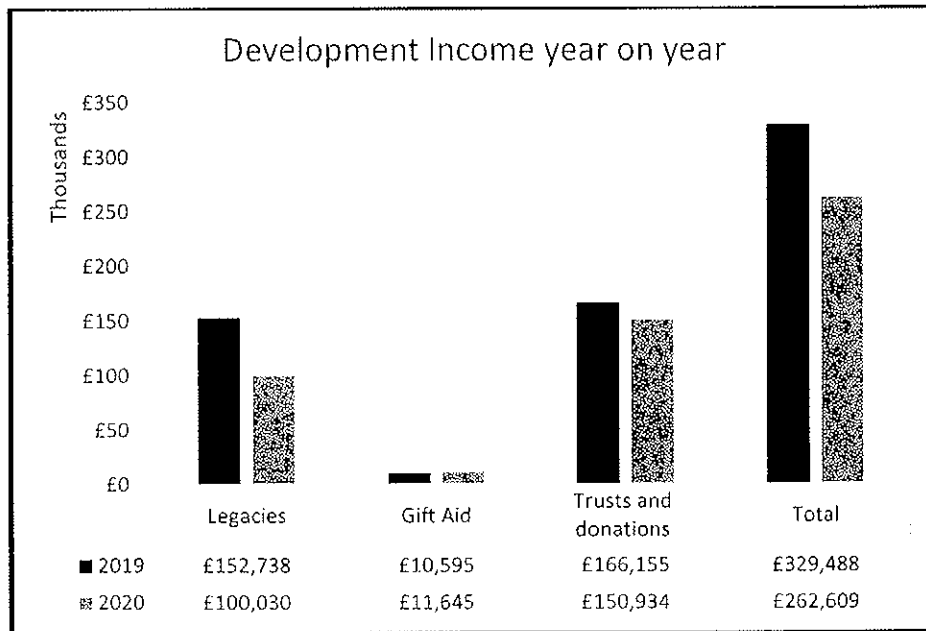
Fundraising is carried out by RSCM staff and volunteers; the latter were inevitably less able to do so much during 2020, but strong plans are now in place for 2021.

In 2020, as previously in 2019, we made use of an external consultant to further our development work. Also as in 2019, there were again no complaints received during 2020 about RSCM fundraising activity. The RSCM protects the privacy of its donors by not sharing any of its data with third parties, except where it is necessary for carrying out its legitimate operations and complies with relevant data protection laws. The RSCM appeals to an individual at most twice in one year and all such appeals are made under the direction of the Director of the RSCM, who is responsible for Development.

2020 Voluntary income

In 2020 individuals, churches, and grant-giving bodies and trusts donated £150,934, (a fall of just over £16,000 on 2019) to support the charitable work of the RSCM. By gift aiding their donations, our supporters contributed a further £11,645 in 2020. In addition, we also received legacies in 2020 totalling £100,030.

Graphed:



The shift of RSCM's activities to online only led to a significant up-shift in audience reach. Large-scale massed services, for Easter Day in April, RSCM Music Sunday in June, and the Big Christmas Carol Service in December resulted in donation income. Music Sunday was notable for being a national service with international reach, with 2000 participants including representation from some 300 UK churches who registered (a further significant increase on the 63 from the previous year); the service included the commissioned anthem *Hymns and psalms and sacred songs*.

The decision was made in January 2020 to change the Development focus for the year to growing our Friends scheme, encouraging individual donations; and developing relationships with potential donors. Planned events, including a celebration of 20 years of our Millennium Youth Choir with fundraising reception, were not able to take place as planned, but planning has continued in preparation for the resumption of face-to-face personal interactions.

Legacy income

Income from gifts in wills continues to provide a significant, if unpredictable, income stream. In 2020 RSCM received £100,030 of which none represented restricted funds. In addition, the

RSCM was in receipt of various donations in memoriam totalling £2,018 of which £625 was restricted.

Grants

The value of grants received in 2020 is £66,000. This represents a decrease on 2019 of £33,875. We are deeply grateful to the Liz and Terry Bramall Foundation for their new commitment to a 5-year funding support for our Education work; and to the ongoing support from Praxis in respect of the RSCM's work in Ministerial Training.

Support from Trusts and Foundations

In addition to supporting the work of the Education Department generally, grant income in 2020 directly supported a number of courses and programmes. The RSCM is deeply grateful to the trusts and foundations, including those who wish to remain anonymous, for their support through both grants and donations. We would like to acknowledge the support of:

- Donald Byford Charitable Trust, The
- G. F. Eyre Charitable Trust, The
- G M Morrison Charitable Trust, The
- Miss Kathleen Beryl Sleigh Charitable Trust, The
- Open Fountain Trust, The
- Ouseley Church Music Trust, The

COMMUNICATION AND MARKETING

The digital landscape for the RSCM has significantly changed over the last twelve months and subsequently so has the way in which we market the RSCM. Engagement with our audiences has increased significantly.

In addition to day-to-day marketing activities to support the breadth of the new services that we now offer (webinars / online lectures / recitals etc.) there have been four key strategic marketing themes that have run throughout the year, and we are increasingly tracking the impact of these and building our understanding of audience engagement through use of Google Analytics, both for our e-commerce webshop and for our main website.

2020 Key Marketing Projects to Support RSCM Strategic Goals:

Social Media Development

Engagement continues to increase and we widen our reach further by having a more prominent voice and admin rights to the RSCM Public Group. Our average social media post is now reaching 5,125 (an increase of 63% from 2019).

The challenge is to keep the momentum and audience captive with new engaging content. Work is ongoing on our social media strategy which will feed into 2021 and support the new Business Plan.

We are also retweeting more (relevant) content from young people to help with engagement of a younger audience.

Brand Development Group (marketing group with Council and senior management representation)

Marketing is leading the thinking on the Brand Development Group that meets once a quarter. Various work streams have come out of this including:

- SWOT/PESTLE Analysis (to be used across the RSCM for strategic planning purposes & integration across the Strategic Business Plan)
- Marketing Audit
- Analysis of various RSCM Sub brands
- Improving signage across the website & web-shop

Input into Publishing Group

Marketing is inputting into the Publishing Group who meet once a quarter. The SWOT/PESTLE analysis marketing have completed should be used to help direct & focus the Publishing strategy.

Increased PR

Resulting in a significant increase in press coverage across key media including national coverage with Church Times, The Telegraph, The Times and dialogue with the BBC.

Building Stronger Marketing Relationships with Hymns Ancient and Modern

A successful joint webinar with Hymns Ancient and Modern resulting in income generation and several hundred additional contacts for our mailing list. A further event is planned for 2021.

VOLUNTARY NETWORKS

2020 was a significant, pivotal year for the way in which we organise and administer our local area activity. Following the completion of a piece of consultancy work led by John Halsey, RSCM member for many years (and new trustee in 2020), new Voluntary Areas Terms of Reference were shared with volunteers in June and implementation began in January 2021. The key principles of the revision are to enable effective delivery of the RSCM's mission at local level, ensuring an even geographical spread and inclusion of the full range of our strands of learning, plus enhanced connection to our membership.

As part of this revisioning of our work at local level, the boundaries of some areas in England were adjusted to align more closely with the Church of England's diocesan structure. Our local work is now focussed on 50 areas: 42 in England, four in Wales, and one each in Ireland, Scotland, France & North West Europe.

The Regional Co-ordinator post has been replaced by that of Regional Managers. Six postholders successfully made the transition from the old to the new post, and two additional Regional Managers were recruited. The eight posts are distributed thus: four in England, one in Wales, Ireland and Scotland, and one supporting volunteer teams in France and in North West Europe. The Regional Managers fulfil an essential role in helping ensure a better managed and regulated organisation. The Regional Managers work closely with the Volunteer Administration Manager.

RSCM trustees continue to be enormously grateful for the dedication and hard work of the hundreds of volunteers who enable our mission at local level. In the formation of our new Area Teams, our Regional Managers have carried out a major recruitment drive, and a significant amount of work has been done to ensure a blend of continuing experience and wisdom mixed with new energy and fresh approaches. Wherever they are, our volunteers contribute significantly to RSCM's local outreach and events, provision for members and non-members, and therefore charitable benefit in the field of church music. Our new structure will enable a closer relationship with our education work as we embark on a new and ambitious plan to improve our educational outreach from mid-2021. Our volunteers share the responsibility for keeping the organisation safe, and legally compliant, and during the revisioning a significant amount of work has been done to create bespoke policies to improve our support for volunteers in these areas.

Support structure

The RSCM's Voluntary Forum, which comprised several Area Chairs elected by the members of the Association and attended by the Vice Chair of Council and members of senior staff, is not part of the revised structure as outlined in the Voluntary Areas Terms of Reference and was disbanded in December 2020. In England, the increase in the number of Regional

Managers is intended to improve support for volunteers, with regular regional online meetings taking place. In addition, the Voluntary Administration Manager will offer regular online training sessions for volunteers, and when desirable will arrange for other colleagues to do the same.

Local activity

The effect of the Covid-19 pandemic on our local work is most obviously seen in the impact this had on events organised by local areas. In 2019, 207 events were held in local RSCM areas, spread through the year. By contrast, in 2020, there were no local events from March onwards. RSCM Awards exam sessions were similarly directly affected, with no locally organised sessions being able to take place.

Volunteer Conference

It had been intended to hold a Volunteer Conference in May. This was not possible owing to the pandemic, and instead a meeting of volunteers was held by webinar in June.

Managing risk

The Intranet for Volunteers has been a major resource for supporting volunteers, providing a better format for policies and procedures to be easily available (e.g. Safeguarding, GDPR, Social Media). This will be replaced in 2021 by the RSCM Hub, a Moodle-based platform which we are confident will enable us to increase our level of support. Safeguarding at local events and exam sessions remains a risk, and staff continue assess our practice to make every effort to ensure compliance is met locally.

INTERNATIONAL PARTNER ORGANISATIONS

RSCM now has franchise agreements in place with its five International Partners (Australia, Canada, New Zealand, South Africa, USA). The events of 2020 have served to bring the partners closer together. The Presidents of each of the Partners have met with the RSCM Director a number of times in video calls. The large-scale online services offered by the RSCM in 2020 have intentionally celebrated our international connections, with inclusions from different nations within these; and attendees at some of our online courses and at events such as our lunchtime lectures have been worldwide.

Local activities in each of these geographies has, inevitably, been hit hard in 2020. The intended 5-year programme of RSCM Director visits to each of the Partners had been planned to start from 2020 but is currently postponed. Global shipments of our magazines have also been affected by the pandemic, but are now stabilising again; and the content of the magazine now intentionally includes regular, planned content from across the world.

CELEBRATION DAY AND HONORARY AWARDS

The annual Celebration Day was, through necessity, more innovative in 2020 than originally conceived. A participative, virtual service was led in October from Chichester Cathedral, and also from Wimborne Minster, where the musical items were recorded under COVID-secure conditions by selected members of RSCM Voices South and Voices West. Whilst the experience for Honorands was perhaps less immersive than we might normally expect, it did have the advantage in opening the occasion to a much bigger congregation than usual; and was followed by a virtual reception for honorands and guests.

Certificates for Honorary Awards were presented by the Very Reverend Dr John Hall, KCVO, Chair of the RSCM Council.

In 2020 the RSCM Council made honorary awards to the following people who have made a significant contribution to church music or liturgy internationally, nationally or locally, or in particular to RSCM work, in relation to its published criteria:

FRSCM (Fellow of the Royal School of Church Music)

Ian Church

Marty Haugen

Professor William Renwick

Roger Sayer

The Very Revd Dr Robert Willis

ARSCM (Associate of the Royal School of Church Music)

The Revd Ally Barrett

John Belcher

Ross Cobb

Deon Irish

Richard Madden

Philip Rushforth

HonRSCM (Honorary Member of the Royal School of Church Music)

Gary Cole

The Reverend Canon Dr Nicholas Thistlethwaite

Certificate of Special Service

Jason Abel

Graham Bell

Dr Warren Bourne

Brent Erstad

Haulwen Jones

Tracey Laws

Colin Lynch

Addie Peyronnin

Gordon Pike

Marilyn Prescott

Brendon Quinn

Margaret Redman

Jean Routley

Leslie Ryan

Stephen Sewell

Tony Yates

OPERATIONS, FINANCE, STRATEGY AND GOVERNANCE

Financial Review

The 2020 result has seen further planned expenditure from pre-existing reserves to support one-off costs relating to areas of targeted growth in mission. The previous investments in website and webshop are continuing to benefit and this plays out, mission-wise, in online offerings that are covered elsewhere in this narrative in more detail. We are also continuing to invest in technologies to help RSCM work more efficiently, and the work to replace our essential CRM (customer relationship management) platform with a more modern solution, better geared to today's needs has gathered pace. A decision as to product and provider has been completed, and this will mean moving away from both the earlier product and its provider. There are significant cost savings across time, due to the open-source nature of the product we have chosen, which, by virtue of that fact, discontinues the need to continue paying annual technology licence fees. Also, this means that over time, and again because of the open-source nature of the choice we have made, we can choose between a range of service providers, rather than being permanently tied to one provider. Implementing this decision through 2021 is a major operational initiative and will be repeated in more depth in next year's report.

The pressured financial climate within the sector has prevented RSCM from returning a surplus result for the year. There has also been some significant investment in strategic development in the RSCM's delivery of mission. With that in mind, the Development (Fundraising) structure was strengthened (see 'Development' above), and we benefit from the addition to Council of key skills in this and other areas of the work.

As in previous years, the unrestricted income associated with membership subscriptions and voluntary donations remained broadly static. The question of how the charity nurtures and develops its membership, and thus increases this important source of income, remains under active consideration. There is a need to grow income streams, especially where they deliver both unrestricted and long-run, predictable incomes.

The whole issue of a more structured pricing strategy remains key, whether membership subscriptions, courses, events, or our various publishing offerings. Understanding what "value" means to RSCM's beneficiaries is more important than ever, in a world of declining disposable income for both individuals and for member-churches. Any charity whose own view of "value" differs from that of its beneficiaries is likely to feel the effect of that misalignment in its income stream. RSCM is no exception.

Investment policy

In a turbulent market, and with all the volatility of the Brexit and COVID uncertainties, the relationship with Brewin Dolphin has continued to deliver returns that have been satisfactory. Careful management will continue to be needed in the light of continuing market volatilities.

Reserves policy

With the investment agendas above, and elsewhere in this report, we increasingly seek to maintain a long-term mind-set, able to manage the flow of longer-run projects and programmes with a less volatile and short-term approach to reserves management. The reserves policy remains relevant to revenue and capital management, providing for either income under-runs or expenditure over-runs in any or all the key areas: Membership Income, Publishing, Education, Voluntary Income, and Investment Income.

We continue to work on a closer and clearer alignment of how restricted reserves are invested in the missional activity related to the restriction. This honours the missional desires of those supporters who have given funds to RSCM with specific intentions and instructions in their own mind. The goal is to limit deployment of unrestricted reserves to those areas of spend that can be served only from unrestricted, and from nowhere else.

Total reserves amount to £1,286,249 of which £424,718 is held in endowment funds and £438,177 in restricted funds. Of the unrestricted funds, £17,516 is designated to represent the amount of funds tied up in fixed assets, £8,934 is designated for the development of local voluntary educational activity and £92,780 represents revaluation gains on investments. £10,345 of funds are designated to the Cathedral Organists Association.

The General Fund, or 'free reserves', stands at £293,779, which is in line with the charity's free reserves target of £293,000.

Risk assessment

The Risk Register is updated and reviewed by the Finance and Audit Committee on behalf of Council. Managing down of key risks, measured on a quantitative basis that looks at severity, probability and predictability taken in combination, has continued.

Areas assessed include:

- Safeguarding (detail – see next section)
- Fraud
- Financial Collapse of key income streams
- Strategic IT risks
- Major PR/Media failures
- Unforeseen multiple losses of Council or senior management team-members

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

Risk registers are also maintained in terms of our various service-Providers, our Partnering relationships elsewhere, and with respect to the various overseas local bodies who are permitted to use the RSCM brand in USA, Canada, New Zealand, South Africa and Australia.

The formalised agreements referenced in last year's report are now well established and have helped to promote a clearer working-together with these overseas partners.

SAFEGUARDING

This has been a busy year for the safeguarding team. Like other departments, they rose to unexpected challenges presented by the pandemic, and the continued creation of robust policies and procedures expanded to include online courses and events. The Area Revisioning work also gave rise to a new suite of bespoke policies, this time specifically for use with and for our volunteers. In recognition of the increasing need for additional policy work and administrative support, there was a small increase in the hours of the administrative post in the team, as well as an amendment of title to reflect the way in which the post has developed to meet the changing needs of the RSCM.

GOVERNANCE

The current Strategic Plan, completed in March 2019, has continued to underpin the planning work for the charity over the present and future period. It is regularly monitored by both Council and its Finance and Audit Committee. To that end, two additional elements were added to the plan as shown in bold below. The work of the RSCM has changed dramatically in 2020 and so the new Strategic Plan, which will be drawn up during the second half of 2021, will be able to build upon the obvious missional progress of the organisation.

Our vision is: A Church drawn closer to God through music

Our mission: The Christian faith underpins everything we do; and as the Heart and Home of church music, the RSCM promotes "the study, practice and improvement of music and other matters relevant to the conduct of Christian worship."

The five principal strands of the plan comprise:

1. Influence the church, and wider society
2. Advance our mission
3. Build Financial Sustainability
4. Develop Effective Communications
5. Optimise our impact through technology

One level down from this, the following table shows how these five high-level strands take shape:

Strand 1	Strand 2	Strand 3	Strand 4	Strand 5
Influence both the church and society beyond it	Advance our mission	Build Financial Sustainability	Develop Effective Communications	Optimise our impact through technology
<ul style="list-style-type: none"> a) Representation in relevant places of our work and mission b) Develop relationships with key policy-makers c) Engage with key media d) Influence clergy programmes 	<ul style="list-style-type: none"> a) Relevant, desirable membership benefits b) Relevant, coherent education programme c) Broad and balanced training provision d) Relevant, coherent publications programme e) A source of help and support f) Website content development g) Creating Development opportunities h) Effective Safeguarding 	<ul style="list-style-type: none"> a) Cost control b) Cultivate existing membership c) Increase membership d) Grow grant and voluntary income e) Re-focus legacies income f) Fund core costs from regular income g) Improve & diversify income streams (including trading) 	<ul style="list-style-type: none"> a) Supply regular editorial to external recipients b) Develop relationship with church communications channels c) Develop new communication pathways d) Develop role as a influencer e) Improve internal communications 	<ul style="list-style-type: none"> a) Website/web shop/intranet b) Technology as a tool for learning c) Online publishing – unlocking potential d) Better use of social media as a tool for interactive learning e) RSCM app(s)

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

Council and Honorary Advisors.

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

The members of Council are the Trustees of the charitable assets and activities of the Company and are the Directors of the Company for the purposes of Company Law. The number of Council members is now limited to sixteen, and Members of Council are recruited with a view to Council's overall balance of skills and interests. New members of Council are supplied with an induction pack, including among other items the Charity Commission's The Essential Trustee, the RSCM's Memorandum and Articles of Association, and the current business plan and published accounts, and are informally briefed by the Chairman with regard to the requirements of the role. All Council members are kept informed as to key governance-related issues by the Secretary to Council. Budget provision is made for ongoing training for all members of Council.

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

Smaller *ad hoc* working groups consisting of appropriately skilled members of Council and Senior Officers are formed to consider specific issues in preparation for Council meetings. In 2019, these included the Finance and Audit Committee, an IT steering group, Publishing Group, Brand Development and Marketing group, Safeguarding group, and Development committee.

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

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

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

Audit Information

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

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

Statement of Council Responsibilities

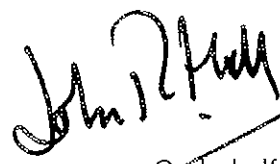
Council (who are also directors of the Royal School of Church Music for the purposes of company law) are responsible for preparing the Report of the Council and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting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

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

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

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

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



On behalf of Council

The Very Reverend Dr John Hall KCVO

Chairman of Council

The Royal School of Church Music

(Company No:00250031)

Independent Auditor's Report to the Members of The Royal School of Church Music For the year ended 31 December 2020

Opinion

We have audited the financial statements of The Royal School of Church Music (the "Charity") for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 December 2020 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

The Royal School of Church Music

(Company No:00250031)

Independent Auditor's Report to the Members of The Royal School of Church Music For the year ended 31 December 2020

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

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

Responsibilities of the trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

The Royal School of Church Music

(Company No:00250031)

**Independent Auditor's Report to the Members of The Royal School of Church Music
For the year ended 31 December 2020**

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

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

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

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

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

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

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

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

The Royal School of Church Music

(Company No:00250031)

Independent Auditor's Report to the Members of The Royal School of Church Music

For the year ended 31 December 2020

Use of our report

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

S A Sullivan FCA

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

Date: *19th July 2021*

The Royal School of Church Music

(Company No:00250031)

Statement of Financial Activities (including the Income and Expenditure Account)

For the year ended 31 December 2020

		Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2020 £	Total Funds 2019 £
Income and Endowments from:						
Donations and legacies	2a	196,004	66,605	-	262,609	329,487
<i>Income from charitable activities:</i>						
Membership Income		539,221	-	-	539,221	540,146
Education & Outreach		14,899	550	-	15,449	121,296
Publication sales & royalties		203,662	-	-	203,662	400,388
Area committees		22,255	-	-	22,255	116,471
Investment Income	2b	8,742	20,263	-	29,005	33,516
Other Income	2c	27,455	-	-	27,455	11,342
Total Income		1,012,238	87,418	-	1,099,656	1,552,646
Expenditure on:						
Raising funds	3	105,280	-	-	105,280	101,337
Charitable activities						
Membership services	3	259,932	-	-	259,932	271,892
Education & Outreach	3	246,139	68,420	-	314,559	467,679
Publications	3	335,347	-	-	335,347	452,327
Area committees	3	267,609	-	-	267,609	346,888
Total expenditure		1,214,307	68,420	-	1,282,727	1,640,123
Net income/(expenditure)		(202,069)	18,998	-	(183,071)	(87,477)
Transfers between funds		(1,846)	1,846	-	-	-
Net Gains/(losses) on investments	10	3,370	3,174	4,964	11,508	118,449
Net movement in funds		(200,545)	24,018	4,964	(171,563)	30,972
Reconciliation of funds:						
Total funds brought forward	15	623,899	414,159	419,754	1,457,812	1,426,840
Total funds carried forward	15	423,354	438,177	424,718	1,286,249	1,457,812

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

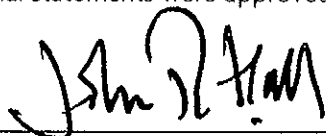
The notes on pages 34 to 47 form part of these financial statements

The Royal School of Church Music
 (Company No:00250031)
Balance Sheet
For the year ended 31 December 2020

	Notes	2020 £	2019 £
Fixed Assets			
Intangible assets	8	61,923	79,309
Tangible assets	9	17,516	15,084
Investments	10	973,218	890,177
Total fixed assets		1,052,657	984,570
Current Assets			
Stock	11	138,936	164,944
Debtors	12	106,559	104,132
Areas' cash at bank and in hand		97,062	175,774
Cash at bank and in hand		104,315	186,749
Total current assets		446,872	631,599
Liabilities			
Creditors: Amounts falling due within one year	13	213,280	158,357
Net current assets		233,592	473,242
Total net assets		1,286,249	1,457,812
The funds of the charity:			
Endowment funds	15,16	424,718	419,754
Restricted Funds	15,17	438,177	414,159
Unrestricted Funds	15,18	423,354	623,899
Total Charity Funds		1,286,249	1,457,812

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

The financial statements were approved by the trustees on 15-6-21 and were signed on their behalf by:



The Very Rev'd Dr John Hall - Chairman of Council

The notes on pages 34 to 47 form part of these financial statements

The Royal School of Church Music
(Company No:00250031)
Cash Flow Statement
For the year ended 31 December 2020

	Notes	2020 £	2019 £
Cash flows from operating activities			
Cash generated from operations	CF1	63,121	(71,417)
Net cash provided by (used in) operating activities		<u>63,121</u>	<u>(71,417)</u>
Cash flows from investing activities:			
Purchase of intangible fixed assets		(18,431)	(48,392)
Purchase of tangible fixed assets		(11,343)	(3,407)
Purchase of fixed asset investments		(241,388)	(81,456)
Sale of fixed asset investments		58,388	122,541
Cash withdrawn from investment portfolio		(6,982)	8,436
Interest received		(354)	706
Investment dividends received		(4,157)	32,810
Net cash provided by (used in) investing activities		<u>(224,267)</u>	<u>31,238</u>
Change in cash and cash equivalents in the reporting period		(161,146)	(40,179)
Cash and cash equivalents at the beginning of the reporting period		<u>362,523</u>	<u>402,702</u>
Cash and cash equivalents at the end of the reporting period	CF2	<u>201,377</u>	<u>362,523</u>

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

	2020 £	2019 £
Net movement in funds for the reporting period <i>(as per the statement of financial activities)</i>	(171,563)	30,972
Depreciation and amortisation charges	44,728	52,850
Gain on investments	106,941	(118,449)
Interest received	4,511	(33,516)
Decrease in debtors	(2,427)	4,093
Increase / (Decrease) in creditors	54,923	7,725
(Increase) / Decrease in stocks	26,008	-
Net cash provided by (used in) operating activities	<u>63,121</u>	<u>(56,325)</u>

CF2. Analysis of cash and cash equivalents

	2020 £	2019 £
Cash in hand	201,377	362,523
Total cash and cash equivalents	<u>201,377</u>	<u>362,523</u>

The Royal School of Church Music
(Company No:00250031)
Notes to the Financial Statements
For the year ended 31 December 2020

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

1. Principal Accounting Policies

a) Basis of accounting

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

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

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

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

b) Periods Covered

The accounts cover the year to 31 December 2020, with comparatives for the year to 31 December 2019.

c) Area Committees

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

d) Legal Status of the Charity

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

e) Fund Accounting

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

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

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

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

f) Incoming resources

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

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

g) Expenditure

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

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

h) Foreign Currencies

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

i) Pension Contributions

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

The Royal School of Church Music

(Company No:00250031)

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2020

j) Fixed Assets

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

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

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

k) Investments

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

l) Stock

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

m) Debtors

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

n) Creditors and provisions

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

o) Operating Leases

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

p) Taxation

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

The Royal School of Church Music
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For the year ended 31 December 2020

2. Incoming resources	2020	2019
	£	£
a) Donations and legacies		
Grants and donations	144,154	151,585
Affiliate fundraising	16,078	25,164
Friends income	2,347	-
Legacies	100,030	152,738
	<u>262,609</u>	<u>329,487</u>
b) Investment income		
Listed investments	28,653	32,810
Interest on cash deposits	352	706
	<u>29,005</u>	<u>33,516</u>
c) Other incoming resources		
Commission	1,759	3,966
Sundry income	25,696	7,376
	<u>27,455</u>	<u>11,342</u>

Sundry Income includes £19,939 of coronavirus relief grants received from the UK Government under the coronavirus job retention scheme and local support grant schemes (2019: £Nil).

3. Total resources expended

	Direct costs	Support Costs	Total 2020	Total 2019
	£	£	£	£
Costs of Generating Funds				
Fundraising	82,249	17,782	100,031	94,345
Investment management	5,249	-	5,249	6,992
Expenditure on Charitable Activities				
Membership	231,599	28,333	259,932	271,892
Education and development	252,313	62,246	314,559	467,679
Publications	312,506	22,841	335,347	452,327
Area Committees	218,516	49,093	267,609	346,888
	<u>1,102,432</u>	<u>180,295</u>	<u>1,282,727</u>	<u>1,640,123</u>

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

	Fundraising	Membership	Education	Publication	Areas	2020	2019
	£	£	£	£	£	£	£
Office costs	14,736	23,479	51,582	18,928	40,682	149,407	181,937
Professional fees	502	800	1,758	645	1,387	5,092	80
Finance costs	60	95	209	77	165	606	5,013
Depreciation	913	1,455	3,196	1,173	2,520	9,257	17,815
Amortisation	523	834	1,832	672	1,445	5,306	5,307
Governance	1,048	1,670.00	3,669	1,346	2,894	10,627	15,838
	<u>17,782</u>	<u>28,333</u>	<u>62,246</u>	<u>22,841</u>	<u>49,093</u>	<u>180,295</u>	<u>225,990</u>

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Notes to the Financial Statements
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4. Governance Costs

	2020	2019
	<u>£</u>	<u>£</u>
Allocated staff costs	-	2,495
Governance meetings and expenses	3,063	5,886
Auditors fees - audit	4,734	4,500
Auditors fees - non-audit services	2,830	2,957
	<u>10,627</u>	<u>15,838</u>

5. Net income / (expenditure for year)

	2020	2019
	<u>£</u>	<u>£</u>
This is stated after charging:		
Depreciation	8,911	14,781
Amortisation	35,817	38,069
Auditors remuneration - audit	4,734	4,500
Auditors remuneration - accountancy services	2,830	2,957

In 2019 and 2020 audit services were provided by Rothmans Audit LLP and accountancy services were provided by Rothmans LLP, a partnership associated with Rothmans Audit LLP.

6. Staff Costs

	2020	2019
	<u>£</u>	<u>£</u>
Total staff emoluments for the year were as follows:		
Gross salaries and wages	584,131	569,240
Social security	41,702	42,028
Employers contributions to defined contribution pension schemes	28,757	28,225
	<u>654,590</u>	<u>639,493</u>

No employees had total emoluments above £60,000 (2019: no employees).

The total remuneration, including employer national insurance and pension contributions, of the key management personnel was £68,684 (2019: £164,5868).

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

Membership	2	2
Education and development	11	12
Publications	3	3
Governance and fundraising	16	12
	<u>32</u>	<u>29</u>

7. Trustee remuneration and related party transactions

The charity trustees were not paid any remuneration, nor received any other benefits from employment with the Charity during the year. Travel and training costs amounting to £859 (2019: £5,425) were reimbursed to 2 (2019:10) members of Council. There are no other related party transactions in the reporting period that require disclosure.

The Royal School of Church Music
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Notes to the Financial Statements
For the year ended 31 December 2020

8. Intangible fixed assets

	Copyrights & publication rights £	Website & Webshop £	Total £
Cost			
As at 1 January 2020	102,512	48,282	150,794
Additions	18,431	-	18,431
Disposals	-	-	-
As at 31 December 2020	<u>120,943</u>	<u>48,282</u>	<u>169,225</u>
Amortisation			
As at 1 January 2020	59,836	11,649	71,485
Charge for the year	24,394	11,423	35,817
Elimination on disposal	-	-	-
As at 31 December 2020	<u>84,230</u>	<u>23,072</u>	<u>107,302</u>
Net Book Value			
As at 31 December 2020	<u>36,713</u>	<u>25,210</u>	<u>61,923</u>
As at 31 December 2019	<u>42,676</u>	<u>36,633</u>	<u>79,309</u>

9. Tangible fixed assets

	Furniture & Equipment £
Cost	
As at 1 January 2020	222,750
Additions	11,343
Disposals	-
As at 31 December 2020	<u>234,093</u>
Depreciation	
As at 1 January 2020	207,666
Charge for the year	8,911
Elimination on disposal	-
As at 31 December 2020	<u>216,577</u>
Net Book Value	
As at 31 December 2020	<u>17,516</u>
As at 31 December 2019	<u>15,084</u>

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

The Royal School of Church Music
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Notes to the Financial Statements
For the year ended 31 December 2020

10. Fixed assets investments

	2020	2019
	£	£
Market value at 1 January 2020	890,177	821,249
Additions at cost	122,939	81,456
Disposals at carrying value	(58,388)	(122,541)
Increase/(decrease) in cash	6,982	(8,436)
Net gain/(loss) on revaluation	11,508	118,449
Market value at 31 December 2020	<u>973,218</u>	<u>890,177</u>
Investments at market value comprised:		
UK listed investments	452,560	468,021
Overseas listed investments	500,738	409,218
Other investments	-	-
Cash on deposit	19,920	12,938
	<u>973,218</u>	<u>890,177</u>
Historical cost as at 31 December 2020		
Listed investments	732,523	644,309
Cash with investments manager	19,921	12,938
	<u>752,444</u>	<u>657,247</u>

11. Stock

	2020	2019
	£	£
Goods for resale	138,936	164,944
	<u>138,936</u>	<u>164,944</u>

12. Debtors

	2020	2019
	£	£
Trade debtors	76,001	75,329
Other debtors	25,601	19,300
Prepayments and accrued income	4,957	9,503
	<u>106,559</u>	<u>104,132</u>

13. Creditors - amounts falling due within one year

	2020	2019
	£	£
Trade creditors	34,016	27,202
Other creditors	107,284	41,789
Accruals	8,947	10,060
Deferred income	63,033	79,306
	<u>213,280</u>	<u>158,357</u>

The Royal School of Church Music
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14. Deferred income

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

	Friends £	Membership £	Courses £	Other Income £	Total £
Balance Brought Forward	-	73,015	6,243	48	79,306
Amount released to incoming resources	-	(73,015)	(6,243)	(48)	(79,306)
Amount deferred in the year	85	53,516	7,994	1,438	63,033
Balance Carried Forward	85	53,516	7,994	1,438	63,033

15. Analysis of net assets between funds

Fund balances are represented by:	Endowment Funds £	Restricted Funds £	Unrestricted Funds £	Total £
Intangible fixed assets	-	-	61,923	61,923
Tangible fixed assets	-	-	17,516	17,516
Fixed asset investments	424,718	278,969	269,531	973,218
Net current assets	-	159,208	74,384	233,592
Total net assets	424,718	438,177	423,354	1,286,249

Analysis of net assets between funds - previous year

Fund balances are represented by:	Endowment Funds £	Restricted Funds £	Unrestricted Funds £	Total £
Intangible fixed assets	-	-	68,986	68,986
Tangible fixed assets	-	-	26,458	26,458
Fixed asset investments	370,461	86,072	364,716	821,249
Net current assets	-	292,364	217,783	510,147
Total net assets	370,461	378,436	677,943	1,426,840

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Notes to the Financial Statements
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16. Endowment funds

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

	Fund B/Fwd	Income	Expenditure	Transfers	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas development fund (For overseas travel and development)	32,624	-	-	-	386	33,010
Hymns Ancient & Modern Lectureship Fund (To help pay for lecturers on RSCM courses)	32,797	-	-	-	388	33,185
Harold Smart Competition Fund (To fund an annual competition for composers)	11,900	-	-	-	141	12,041
To provide grants to students attending RSCM courses:						
Hubert Crook and other bursary funds	169,690	-	-	-	2,006	171,696
Wiles Family Bequest	93,660	-	-	-	1,108	94,768
The Minsall-Jones Bequest	60,834	-	-	-	719	61,553
Derek Marsden Fund for educational bursaries	18,249	-	-	-	216	18,465
	419,754	-	-	-	4,964	424,718

Endowment Funds - Previous year

	Fund B/Fwd	Income	Expenditure	Transfers	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas development fund (For overseas travel and development)	28,793	-	-	-	3,831	32,624
Hymns Ancient & Modern Lectureship Fund (To help pay for lecturers on RSCM courses)	28,946	-	-	-	3,851	32,797
Harold Smart Competition Fund (To fund an annual competition for composers)	10,502	-	-	-	1,398	11,900
To provide grants to students attending RSCM courses:						
Hubert Crook and other bursary funds	149,763	-	-	-	19,927	169,690
Wiles Family Bequest	82,661	-	-	-	10,999	93,660
The Minsall-Jones Bequest	53,690	-	-	-	7,144	60,834
Derek Marsden Fund for educational bursaries	16,106	-	-	-	2,143	18,249
	370,461	-	-	-	49,293	419,754

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Notes to the Financial Statements
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17. Restricted funds

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

	Fund B/Fwd	Income	Expenditure	Transfers	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas Development Fund Income	3,661	1,031			28	4,720
Hymns A & M Lectureship Fund Income	9,440	1,146			72	10,658
Harold Smart Fund Income	6,705	478			51	7,234
Hubert Crook and other Bursary Funds	41,788	5,792			320	47,900
Wiles Family Bequest income fund	20,807	3,155			159	24,121
The Minsall-Jones Income Fund	10,541	1,992			81	12,614
Derek Marsden Fund for Education	3,162	597			24	3,783
Regional development in specific areas	1,091	21			9	1,121
Bursaries for Cathedral Courses	19,223	367			147	19,737
Bursaries for RSCM study programmes	6,630	126			51	6,807
Liz & Terry Bramall	-	60,000	(60,000)			-
The Norman Kirkham Fund for organ scholarships	2,181	42			17	2,240
RSCM Voices general bursaries fund	1,051	20			8	1,079
John Pilling Trust Fund - RSCM Voices	2,271	43			18	2,332
K Guppy Fund for training/support of boy choristers	49,537	945			382	50,864
K Guppy Income Fund for training of boy choristers	-				-	-
Parish Organ Scholarships Project	5,104	97			39	5,240
Post-Ordination clergy training project	7,496	143			58	7,697
The Headley Trust bursaries grant for young people	100	2			1	103
PA Mason Memorial Fund for courses	32,567	621			249	33,437
PA Mason Memorial Income Fund	-					-
MB MacAuley Fund for choir training	137,289	2,619			1,049	140,957
DF Todd Fund	35,741	682			273	36,696
Cathedral Courses Income Fund	3,063	58			23	3,144
The Patrons' Fund 2017	79	2			-	81
Ouseley Trust	2,091	40			16	2,147
Area funds	10,503	200			80	10,783
Pipeline Organ Scholarship	2,038	571	(2,420)		9	198
The Praxis Grant for Education	-	6,000	(6,000)		-	-
Oglethorpe Fund for bursaries for young choristers	-	628		1,846	10	2,484
	<u>414,159</u>	<u>87,418</u>	<u>(68,420)</u>	<u>1,846</u>	<u>3,174</u>	<u>438,177</u>

The transfers above consolidate donations received in 2019 with additional donations received in 2020 which the donor requested be used to form the Oglethorpe Fund for bursaries for training young choristers.

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Notes to the Financial Statements
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17. Restricted Funds (continued...)

Restricted Funds - previous year

	Fund B/Fwd	Income	Expenditure	Transfers	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Overseas Development Fund Income	3,155	1,110	(800)	-	196	3,661
Hymns A & M Lectureship Fund Income	7,684	1,211	-	-	545	9,440
Harold Smart Fund Income	5,796	498	-	-	411	6,705
Hubert Crook and other Bursary Funds	36,802	6,173	(3,666)	-	2,479	41,788
Wiles Family Bequest income fund	16,303	3,348	-	-	1,156	20,807
The Minsall-Jones Income Fund	7,862	2,122	-	-	557	10,541
Derek Marsden Fund for Education	2,359	636	-	-	167	3,162
Regional development in specific areas	1,000	20	-	-	71	1,091
Bursaries for Cathedral Courses	19,220	359	(1,660)	-	1,304	19,223
Bursaries for RSCM study programmes	6,080	119	-	-	431	6,630
Liz & Terry Bramall	-	75,000	(75,000)	-	-	-
The Norman Kirkham Fund for organ scholarships	2,000	39	-	-	142	2,181
RSCM Voices general bursaries fund	964	19	-	-	68	1,051
John Pilling Trust Fund - RSCM Voices	4,000	59	(2,000)	-	212	2,271
K Guppy Fund for training/support of boy choristers	39,926	887	-	5,503	3,221	49,537
K Guppy Income Fund for training of boy choristers	5,503	-	-	(5,503)	-	-
Parish Organ Scholarships Project	4,681	91	-	-	332	5,104
Post-Ordination clergy training project	6,875	134	-	-	487	7,496
The Headley Trust bursaries grant for young people	91	2	-	-	7	100
PA Mason Memorial Fund for courses	26,926	583	-	2,940	2,118	32,567
PA Mason Memorial Income Fund	2,940	-	-	(2,940)	-	-
MB MacAuley Fund for choir training	126,627	2,466	(755)	-	8,951	137,289
DF Todd Fund	32,777	640	-	-	2,324	35,741
Cathedral Courses Income Fund	2,808	55	-	-	200	3,063
The Patrons' Fund 2017	73	1	-	-	5	79
Ouseley Trust	-	4,020	(2,000)	-	71	2,091
Area funds	9,632	188	-	-	683	10,503
To support the Cathedral Organists Association	6,352	-	-	(6,352)	-	-
Pipeline Organ Scholarship	-	4,448	(2,479)	-	69	2,038
The Praxis Grant for Education	-	7,500	(7,500)	-	-	-
	378,436	111,728	(95,860)	(6,352)	26,207	414,159

The transfers in relation to the PA Mason Memorial Fund and K Guppy Fund consolidate funds which were subject to identical restrictions. The transfer of £6,352 from the Cathedral Organists Fund is explained in Note 18.

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18. Unrestricted funds

	Fund B/Fwd	Income	Expenditure	Transfers	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Designated funds:						
Fixed assets	15,084	11,343	(8,911)			17,516
Area development	8,934					8,934
Areas funds	199,064	18,004	(25,435)	(191,633)		-
Fair value reserve	89,410				3,370	92,780
Cathedral Organists Association	9,803	3,705	(3,163)			10,345
General fund	301,604	979,186	(1,176,798)	189,787	-	293,779
	623,899	1,012,238	(1,214,307)	(1,846)	3,370	423,354

Unrestricted Funds - previous year

	Fund B/Fwd	Income	Expenditure	Transfers	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Designated funds:						
Fixed assets	26,458	-	(14,781)	3,407	-	15,084
Area development	9,334	-	(400)	-	-	8,934
Areas funds	192,919	116,470	(108,476)	(1,849)	-	199,064
Fair value reserve	46,461	-	-		42,949	89,410
Cathedral Organists Association	-	19,514	(16,063)	6,352	-	9,803
General fund	402,771	1,304,934	(1,404,543)	(1,558)	-	301,604
	677,943	1,440,918	(1,544,263)	6,352	42,949	623,899

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

As at 31 December 2010, Council created a fund designated for Area Development. £30,000 was transferred from the general fund to provide underwriting or grant support for Area education and outreach programmes where the necessary funds are not available locally. No grants were paid to areas from this fund in 2020 (2019 - 1)

Area funds comprised the net assets of the RSCM Area Committees who arrange local training activities for the charity. As part of the charity's review of the Area structure (as described in the Trustees report), it was determined that these funds no longer needed to be kept separately and should form part of the charity's general reserves. A transfer has therefore been made to release the remaining balance to the general fund.

The Fair value reserve comprises the net revaluation gains on investments held by the charity.

The Cathedral Organists Association is part of the Royal School of Church Music but operates within a separate framework within the overall governance arrangements of the Charity; the trustees take the view that this level of operational independence is best recognised by identifying the funds relating to the Cathedral Organists Association as a designated fund as those funds will be used only for the Association's purposes. In previous years the fund was classified as a restricted fund, but in 2019 the trustees concluded that this was no longer appropriate as none of the current funds were subject to restrictions when received.

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

19. Operating lease commitments

At 31 December 2020, the Charity had total commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2020	2019
	£	£
Due within one year	23,958	40,123
Due between one and five years	19,708	18,458
Due in more than five years	-	-
	<u>43,666</u>	<u>58,581</u>

20. Pension Commitments

The charity operates a defined contributions scheme on behalf of its employees. The RSCM contributes a minimum of 5% of each members gross salary into the scheme where the member contributes a minimum of 3% of gross salary. The assets of the scheme are held separately from the charity in a fund administered by Aegon. The annual pension commitment under this scheme is £28,757 (2019: £28,225). No contributions, including employee contributions, were outstanding at the balance sheet date (2019: £4,223).

The Royal School of Church Music
(Company No:00250031)
Notes to the Financial Statements
For the year ended 31 December 2020

21. Comparative Statement of Financial Activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2019 £
Income and Endowments from:				
Donations and legacies	238,558	90,929	-	329,487
<i>Income from charitable activities:</i>				
Membership Income	540,146	-	-	540,146
Education & Outreach	121,296	-	-	121,296
Publication sales & royalties	400,388	-	-	400,388
Area committees	116,471	-	-	116,471
				-
Other incoming resources	12,717	20,799	-	33,516
Investments	11,342	-	-	11,342
Total Income	1,440,918	111,728	-	1,552,646
Expenditure on:				
Raising funds	101,337	-	-	101,337
Charitable activities				
Membership Income	271,892	-	-	271,892
Education & Outreach	371,819	95,860	-	467,679
Publication sales & royalties	452,327	-	-	452,327
Area committees	346,888	-	-	346,888
Total expenditure	1,544,263	95,860	-	1,640,123
Net income/(expenditure)	(103,345)	15,868	-	(87,477)
Transfers between funds	6,352	(6,352)	-	-
Gains/(losses) on investments	(533)	(325)	(612)	(1,470)
Unrealised gains/(losses) on investments	43,482	26,532	49,905	119,919
Net movement in funds	(54,044)	35,723	49,293	30,972
Reconciliation of funds:				
Total funds brought forward	677,943	378,436	370,461	1,426,840
Total funds carried forward	623,899	414,159	419,754	1,457,812