



THE ROYAL SCHOOL OF CHURCH MUSIC

Report of Council and Accounts

for the year ended

31 December 2021

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 18 September 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

* Nicholas Holtam's role as Vice-President came to an end on his retirement as Bishop of Salisbury, on 3 July 2021

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. Rev'd Canon Anna Macham
7. Chris Bridges
8. Andrew Morgan
9. Edward Wild
10. Revd Angie Paterson
11. Tansy Castledine
12. Nicholas Riddle
13. John Halsey
14. Margaret Greenwood (joined 15 June 2021, first Council attendance 15 June 2021)
15. Julia Mixer (joined 15 June 2021, first Council attendance 23 September 2021)
16. Susan Pope (joined 15 June 2021, first Council attendance 15 June 2021)

* Peter Connor retired from RSCM Council June 2021

Honorary Advisors

- | | |
|----------------------------------|---------------------------|
| 1. The Revd Dr Maggi Dawn | 7. Mr Richard Morrison |
| 2. Trevor Ford | 8. Patrick Russill |
| 3. The Revd Douglas Galbraith | 9. Dr John Rutter |
| 4. Dr Simon Lindley | 10. Professor Peter Toyne |
| 5. The Revd Dr Timothy Macquiban | 11. Dr Noël Tredinnick |
| 6. The Revd Peter Moger | 12. Dr Mary Archer |

Senior Officers and Managers

Director	Hugh Morris
Deputy Director Operations/Company Secretary	Stephen Mansfield (until 31 July 2021)
Deputy Director Education and Mission Delivery	Sal McDougall
Assistant Director* Operations/Company Secretary	Paul Hedley (joined 2 August 2021)

*Revised Senior Management structure, reflected in amended role title

Advisers

Auditors	Rothmans Audit LLP Avebury House, 6 St Peter Street, Winchester, SO23 8BN
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 Road, Farnborough GU14 6XP

REPORT OF COUNCIL

OUR MISSION AND APPROACH

Our Vision

Enabling the flourishing of church music

Our Mission

The RSCM is an independent UK charity dedicated to supporting, nurturing and sustaining church music. We provide relevant education, training and resources to our members and to the wider church in countries all around the world.

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

Despite the great challenges presented by the COVID pandemic for a second successive year, the following report is able to highlight the significant impact and positive role that the RSCM has managed to play in sustaining church music through the most challenging of circumstances.

In comparison with 2020 the RSCM has developed more consistent plans to be able to cope with regular changes to Government guidance. Working arrangements were of course affected, with the office being completely closed or only partially open for long periods of 2021, but we have consciously worked to make the best of hybrid working possibilities. The complete ban on singing also had a profound effect on our own accustomed activities, and on those of all our members; but has led us to continue to innovate and lead with new ideas, resources and support forums.

The difficulties in long-range planning presented by an unstable basic operating environment, have led us to continue to prioritise agility of response. It has presented considerable opportunity, and the RSCM has again been appreciated for its role in supporting (church) music and musicians, particularly relating to the guidance issued; indeed, RSCM played a formative role in that guidance, both on its own and working in partnership.

Our Publishing business has re-established itself on a more even keel, as music in churches has resumed. In line with the general trend for choirs and church music in general resuming in a state that reveals greater fragility than before the pandemic, the numbers associated with publishing sales through 2021 continued to be depressed (though 2022 is a different story); and the number of people attending RSCM courses and events is also lower than pre-2020. The balancing of online and in-person training activity continues to be kept under review and will take several years to fully stabilise. This presents a new set of challenges which require fresh, innovative and brave thinking and decision making to ensure that the RSCM continues as the relevant, go-to centre for support, resource, input and stimulus. RSCM is not afraid to be brave in that thinking.

The successful harnessing of technology is helping to make this possible, including effective new resources such as the new online RSCM Hub; and moving away from old, server-based file storage to fully cloud-based IT systems has ensured complete integration of hybrid working arrangements. This has in turn allowed RSCM to adopt a collaborative approach with all staff to establish best practice work patterns and routines; and tribute should again be paid to the dedication of the staff team as a whole.

EDUCATION

2021 was another challenging year for RSCM Education with its work continuing to be heavily impacted by the COVID pandemic. Nonetheless, there were many positives in the year, including the launch of a new way of approaching RSCM Education with the introduction of our Education Plan.

The Education Plan includes a menu of learning and development sessions covering six strands of our educational work: choral, congregational, instrumental, ministerial, organ and schools. Alongside the launch of the plan, we also began the process of recruiting a cohort of RSCM tutors who will deliver Education Menu sessions across the UK and Ireland, initially at the invitation of RSCM Area Teams.

Although our planned resumption of in-person courses in the summer of 2021 turned out not to be possible because of continuing government restrictions, we continued to offer courses and other educational opportunities online. In February and March, we ran an online course for adults for Holy Week and Easter based on the RSCM's resource, *The Way of the Cross*, which attracted over 100 people from three continents.

The Millennium Youth Choir's programme was adapted for the same COVID related reasons, and the choir met online during the year and then in person, first for a rehearsal day in

Wolverhampton in August, then in Peterborough Cathedral in October for a service and reception to celebrate the choir's 21st anniversary. Current members were joined by choir alumni and several former choir staff to mark the occasion. Our Intermediate Millennium Youth Choir, formed in 2019, met online for a rehearsal day in April.

The continuation of restrictions on singing together also affected our adult choirs, none of whom were unable to resume their pre-pandemic schedules at the start of the year. The directors of Northern Cathedral Singers, Voices West, Voices South and Scottish Voices continued their excellent work in keeping singers engaged through periodic rehearsal and singing sessions online. Voices South gathered for an in-person event in July; Scottish Voices resumed in-person events in October.

RSCM Education continued to be active in the world of webinars in 2021, albeit at a reduced rate compared with 2020. Topics continued to be wide ranging in their scope and to provide topical content to support our membership respond to the constantly changing challenges of the year.

The Organ Scholar Survival Kit, a course specifically aimed at preparing those about to start cathedral organ scholarships, was not offered in 2021. Take up for the course had diminished significantly in 2020 and indications were that this would again have been the case had we run it in 2021.

Music for Mission and Ministry, our residential course for clergy and worship leaders, was again offered online in its lightly modified version in 2021 and attracted seven participants. We also ran a five-week online course for church leaders exploring our *Inspiring Music in Worship* programme early in the year, attended by eight people.

Hymnpact!®

During the year we formed a partnership with *Let's Go Sing* to co-create a new product. *Hymnpact!* is a new resource providing high quality, flexible hymns and songs for use in schools and churches. *Hymnpact!* will be launched in 2022 and will be available by subscription from the RSCM website.

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 or school, RSCM conducts Voice for Life Singing Awards at three levels: Bronze, Silver and Gold. In 2019, RSCM made 452 such awards across the three levels. In 2020,

the effect of the pandemic had a significant impact on our ability to offer award sessions as well as on the ability of candidates to prepare. This resulted in the number of awards dropping to 114. In 2021, having introduced online award sessions as a means of assessing candidates towards the end of the previous year, 120 awards were made (33 online; 87 in person).

A full revision of the awards, begun in 2019, was completed in 2021. This resulted in a new, streamlined syllabus with clearer progression through the three levels, and a new online application process. The examiner panel was also refreshed and retrained.

Church Music Skills

This distance-learning 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". 15 students were registered on the Church Music Skills programme during 2021 (compared to 21 in 2020).

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. Ongoing scholarships came to their conclusion during 2021 but no new placements were introduced, pending a review of the programme post-pandemic.

RSCM Hub

The RSCM Hub, a Moodle-based platform, became live in 2021 and is already proving an asset to RSCM Education, offering as it does a natural home for the developing Education Menu, training resources for the Tutor Network and information for Singing Award examiners. Work began at the end of 2021 to move Church Music Skills onto the Hub, which will provide a better teaching and learning experience once completed.

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

Due to the continued effects of COVID on sales, new publishing in 2021 was kept to a minimum. A marked improvement on sales from September onwards enabled us to consider publishing in 2022 with increased confidence.

One of the outstanding publications of 2021 was a mass setting written during the lockdown at the beginning of the year when Cantors could sing the sung parts of the Communion Service. *The Kilcreggan Mass* by Peter Nardone provides for both Cantors and also, when allowed, choral parts. Eventually, when congregations were allowed to sing again, the hope was that they will have absorbed this tuneful mass setting and will feel able to join in. The Digital Download provides music for the congregation, Full SATB Choir (or Unison Choir with descant) and Instrumental parts with two parts for C and B flat instruments, trumpet and cello/bass. There are now over 100 churches using the setting on a regular basis.

As choirs slowly returned to singing in churches in time for Christmas, many of them had significantly reduced numbers of singers, so the *RSCM Carols for Sopranos Altos and Unison Lower Voices*, published in 2020, proved again to be ideal in early post-covid times. Total sales for the two years of this book are now over £8,000.

RSCM's organ music catalogue continued to grow in 2021 as more organists were able to return to their lofts. We joined with the Royal College of Organists to publish the winners of a composition competition they ran in 2020: Under 25's *Festive Toccata* by James Mitchell, a quite remarkable piece from such a young composer, over 25's *Who alone is good* by Paul Trepte and the runner-up *Passacaglia and Fugue* by David Halls. We also collaborated with the Berkshire Organists' Association in a commission to mark their 100th anniversary: *Fantasia on Sumer is icumen in* by Ghislaine Reece-Trapp.

Magazines

Church Music Quarterly (CMQ) and *Sunday by Sunday* (SbyS) remain valued and valuable membership benefits. CMQ is a means of disseminating information about new projects in depth (most recently the Education Plan and Menu), as well as being an outlet for showcasing the RSCM's work on the ground. It provides members with information about local events and it is filled with articles designed to cover a broad spectrum of topics, including: clerical matters, practical advice for musicians, and articles of a historical nature. Notable articles of 2021 have included an organ masterclass on music for Holy Week, an interview with Songs of Praise presenter Laura Wright, advice for looking after young voices, the introduction and impact of girl choristers 30 years ago, and an interview with Kristyn and Keith Getty.

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. This year, it has included special features on Harvest, Climate change, Mothering Sunday, repertoire by female composers, Music Sunday and Mother Julian of Norwich. We have also had comments written by some outstanding theologians including Bishop Paul Ferguson, Dr Cally Hammond (Dean of Gonville and Caius), Canon Dr Robert Titley, and Revd Andrew Hammond (Chaplain of St John's College, Cambridge). Both CMQ and *Sunday by Sunday* are 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 sales have increased as a proportion of monthly sales to approx. 70%. We have continued to make refinements, especially to the checking-out procedure which enables orders for downloads to be achieved in a minimum number of clicks.

MEMBERSHIP

At 31 December 2021, 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:	3098	(* 3429)	<i>(Affiliate is the RSCM term for a member, affiliated church)</i>
Individuals:	1056	(* 1187)	
Students:	32	(* 32)	

** 2020 figures are shown in brackets after the 2021 figures*

RSCM Membership has continued the long-term steady downward trend through 2021. The total figures and trend line do not give a complete picture, however. Membership is not static: there were 405 cancellations but also 128 new memberships during the year.

Membership is a vital part of the RSCM; supporting Members is a key element to the RSCM's work. There has been an intentional change of focus during the year to make the communications directed at Membership more relational and less transactional. Members are encouraged to keep details updated online; there will be enormous advancement next year once the new CRM system is implemented. Support for our Membership, especially related to COVID guidance, has been appreciated. We continue to respond to queries and enquiries from affiliate and individual members on a broad range of topics and subjects.

During 2021, Area Teams have been encouraged to connect more directly with the membership within their Areas, and a new programme of member support events has been initiated. In some cases, these have been held online; this is of particular value for Areas such as Scotland where the geographical spread of the membership is significant.

We are alert to the tightening of finances at parish level and the vulnerability to membership subscriptions this reveals. A new strategy for supporting and growing our membership, together with a re-consideration of membership categories and benefits, will be developed in 2022.

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.

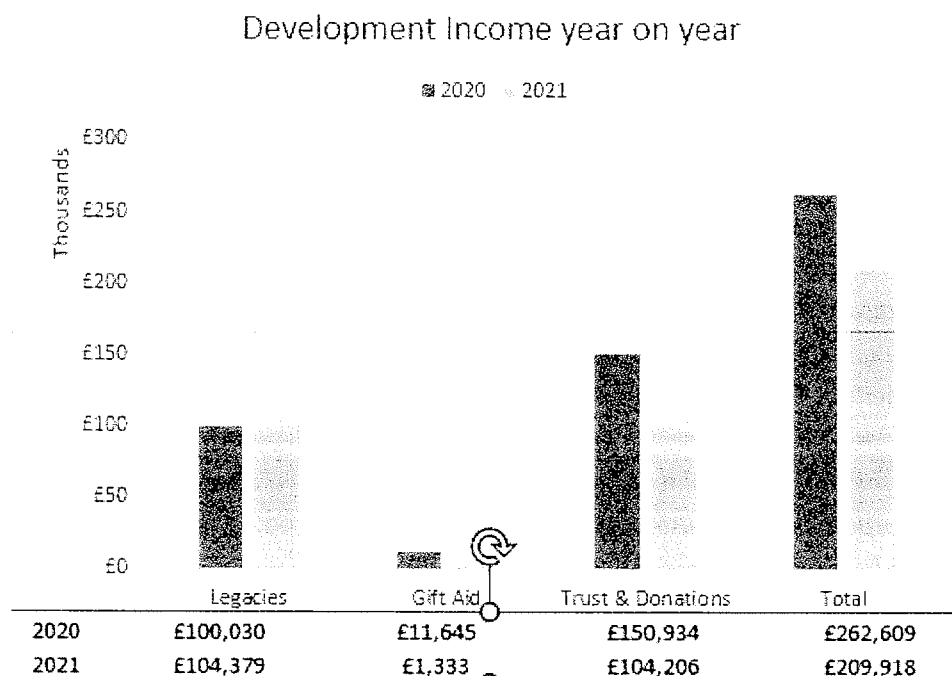
Fundraising is carried out by RSCM staff and volunteers; a more regular pattern of activity has become possible once again through 2021 and now into 2022.

In 2021, we continued to make use of an external consultant to further our development work, working to a specific brief and under the oversight of the RSCM Director. There were no complaints received during 2021 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.

2021 Voluntary income

In 2021 individuals, churches, and grant-giving bodies and trusts donated £104,206, (a fall of just over £46,728 on 2020) to support the charitable work of the RSCM. By gift aiding their donations, our supporters contributed a further £1,333 in 2021 (the gift aid claim was delayed until early 2022). In addition, we also received legacies in 2021 totalling £104,379.

Graphed:



The ongoing effects of the pandemic meant that digital, online presence continued to play a major part in our output through 2021. For a second successive Easter, we supplied online service content, this time resourced by our *Way of the Cross* online course.

Lunchtime lectures continued in the first part of 2021; the donation 'ask' within these led to a moderate but profitable source of income. Our first Annual Lecture took place in July – a benefit to some tiers of the Friends scheme, but open to a wider audience. This took place in a hybrid format, with significantly more viewers online than in person in Salisbury.

Music Sunday was, as 2020, marked with a central RSCM online service, this time streamed from Lichfield Cathedral. A connection with the Self Isolation Choir (now renamed Choir of the Earth) meant that the anthem, which was a new composition arising from a competition run by RSCM in early 2021, was sung by several hundred singers in the broadcast; hundreds more joined in live online using the downloadable music packs.

A new initiative for 2021 was International Chorister Day. It was partly devised as a relational development initiative, helping to position RSCM as a leading advocate for the value of church

music, and the musical education that being a chorister (at all levels) can provide. The interactive social media 'wall' on the webpage enabled churches and cathedrals to actively demonstrate their engagement and involvement with the initiative. RSCM directly hosted a number of Be a Chorister days in partnership with local churches on a regional basis across the UK.

The delayed celebration of the Millennium Youth Choir did take place in October 2021, transferred to Peterborough Cathedral. This offered an opportunity to welcome former members from across the previous 21 years of the choir's existence to take part in the celebration service. The occasion did demonstrate both the depth of RSCM's impact on the lives of those it works with, and the potential for fostering ongoing relationships which potentially lead to philanthropy.

An evening in partnership with the Elgar Society, a lecture by Nicholas Cleobury looking at orchestration of Bach's organ works, enabled us to host a London event for invited guests; and this provides a template which we will be able to repeat. Similarly, a showcase evening held in St George's Church, Hanover Square, provided a platform for us to engage directly with a wide range of supporters and representatives from other organisations. It also provided a first opportunity for a demonstration of our new *Hymnpact!* resource which was notably well received.

The planned focus for 2021 had been on arranging a number of meetings to which potential financial supporters could be invited; but the ongoing COVID restrictions made the planning of these events too difficult; the events as listed above acted as their replacement.

Legacy income

Income from gifts in wills continues to provide a significant, if unpredictable, income stream. In 2021 RSCM received £104,379 of which none represented restricted funds. In addition, the RSCM was in receipt of various donations in memoriam totalling £1,910 of which £505 was restricted.

Grants

The value of grants received in 2021 is £66,600. This represents an increase on 2020 of £600. We are deeply grateful to the Liz and Terry Bramall Foundation for their ongoing support and to all the Trusts and Foundations that have supported us during the year either with grants or donations.

These include:

- David Willcocks Music Trust, The
- Donald Byford Charitable Trust, The
- G. F. Eyre Charitable Trust, The
- G. M Morrison Charitable Trust, The

- Miss Kathleen Beryl Sleigh Charitable Trust, The
- Praxis*
- Williams Church Music Trust, The

* The grant from Praxis came to an end with the final payment in March 2021 as the role of Head of Ministerial Training was discontinued.

RSCM also benefitted from the Government's KickStart scheme, with a fully-funded 6-month post providing welcome additional staff support for the education department from October 2021 to March 2022.

Finally, the RSCM is grateful for the support of Wiltshire County Council which has provided several grants to support the business recovery; in 2021 the RSCM received £22,400.

COMMUNICATIONS AND MARKETING

One of the main communication messages throughout 2021 has been how we can continue to be seen as relevant, not only to our existing Members, but also to new audiences who have become aware of us through our activities during 2020. This is a key area of focus.

The digital landscape has now changed completely in comparison with pre-COVID. As a result the way in which we continue to actively demonstrate, engage and communicate with existing Members and new audiences continues to significantly develop, adapt and change.

In addition to day-to-day marketing activities to support the breadth of events, courses, activities and publications, key marketing projects to support our strategic goals focussed on:

Social Media Development

Social media engagement continued to significantly improve month on month throughout 2021. We converted a significant amount of new 'followers' to our Facebook and Twitter platforms. In October our Facebook reach¹ was 17,351 (4,862 of which was paid for reach). October's top post had a 6.1K reach.

The challenge remains to keep the momentum and audience captive with new engaging content and 'convert' followers into Members and Supporters of the RSCM. Work continues to create and implement our social media strategy which will feed into the 2022 Strategic Plan.

¹ the number of unique users who saw our post.

Throughout 2021 we were also retweeting more (relevant) content from young people to help with engagement of a younger audience. In addition to this we noticed a significant increase in followers who are tagging us and engaging with us.

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

Marketing continued to lead the thinking on the Brand Development Group that meets once a quarter. Various work streams throughout 2021 included:

- Improving signage across the website and web-shop to increase traffic/sales
- Identifying key audiences and 'personas' to reflect key audiences to use in onward marketing and communications
- Maximising opportunities and content across the charity to increase engagement

VOLUNTARY NETWORKS

Implementation of the new Voluntary Areas Terms of Reference began in January 2021. The key principles of the revision were 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, as well as 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 48 Areas: 42 in England, four in Wales, and one each in Ireland and Scotland. Each Area is overseen by a Regional Manager, working closely with the Deputy Director (Education & Mission Delivery) and the Voluntary Administration Manager.

RSCM trustees, who are themselves volunteers, continue to be enormously grateful for the dedication and hard work of the hundreds of local 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 volunteers share the responsibility for keeping the organisation safe and legally compliant, and during the revisioning a significant amount of work was done to create bespoke policies to improve our support for volunteers in these areas.

Support structure

The new Regional Managers provided improved support for volunteers, with regular regional online meetings taking place. In addition, online meetings were held for Area Team Leaders and Diocesan Representatives with either the Director or Deputy Director (Education & Mission Delivery). Induction sessions/meetings were held for Safeguarding Co-ordinators, Area Treasurers and Area Secretaries with relevant RSCM staff. Further support sessions are planned for 2022.

Local activity

The effect of the COVID pandemic on our local work is most obviously seen in the impact this had on events organised by local areas. A blend of approximately 50 in person and virtual events took place during 2021. In the Autumn of 2021, the Director started visiting all 48 of the RSCM Area Teams in turn, with the rest of his visits planned for Spring 2022. This was an opportunity for members to meet the Director, along with members of the local Volunteer Team, and to hear directly about current and future exciting plans for the RSCM's work, including how we will be more actively supporting all our members.

RSCM Awards for Life

Awards exam sessions were similarly directly affected. More details of this are in the Education section of this document.

Volunteer Conference

It had been intended to hold local volunteer conferences in 2021 but due to Covid restrictions we were unable to go ahead with these.

Managing risk

A resource Hub for RSCM volunteers was successfully launched, and updated policies and procedures are available to volunteers. Regular safeguarding induction sessions were held for Safeguarding Co-ordinators. Safeguarding at local events and exam sessions remains a risk, and staff continue to assess our practice to make every effort to ensure compliance is met locally.

INTERNATIONAL PARTNER ORGANISATIONS

RSCM has franchise agreements in place with five International Partners (Australia, Canada, New Zealand, South Africa, USA). During 2021, the Presidents of each of the Partners have met with the RSCM Director a number of times in video calls, and this provides a useful forum for mutual support and understanding, not least because of the continuing effects of the pandemic.

The rapid advancement and widespread adoption of new technologies has very much helped to bring our International Partners into a closer relationship with RSCM UK. We had a range of international participants in our course which provided music for online services for Holy Week 2021: The Way of the Cross. Our periodic topical webinars are also open to our membership worldwide, as are our lunchtime lectures which we know from feedback are appreciated globally.

Our new syllabus for Singing Awards, which launched in September, was designed to be applicable internationally, and includes repertoire selections made in consultation with our international partners.

For travel restriction reasons, the attendee list for the presentation of Honorary Awards at Celebration Day, held in Durham in October, did not include our international honorees in person; we look forward to this being a more inclusive celebration once again in future years.

The complexities of shipping our membership magazines to all corners of the globe are substantial, and extensive work has taken place during 2021 both to track the entire process, and to look at the best future options for effective distribution. There is a vulnerability to shipments being lost at national level which it is difficult to address from the UK since we know that they leave the UK correctly.

International shipment also presents issues for purchases from our RSCM Web-shop; further work has occurred during 2021 to increase the range of materials that are available in digital download formats, which allows for local printing.

There were no international visits by the Director in 2021 but these are now scheduled to begin from May 2022 (USA), with other countries to follow.

Many of our new initiatives for 2022 and beyond, including the online Evensong course for RSCM Music Sunday, our anthem for the Queen's Platinum Jubilee, and Voice for Life Digital, are intended to be openly and inclusively accessible to our worldwide membership.

CELEBRATION DAY AND HONORARY AWARDS

In 2021 Celebration Day was held in Durham Cathedral. We were delighted to premiere Bob Chilcott's new piece, *The Song of Harvest*, with the Cathedral Choir, the choirs of Hexham Abbey and St George's Church, Cullercoats, as well as a group of enthusiastic singers who signed up to rehearse with Bob on the day. Due to Covid we were unable to welcome as many honorees as we had hoped, but we were pleased to present awards to those who were able to travel.

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

In 2021 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)

Denis Bédard

Andrew Lumsden

John Morehen

David Price

ARSCM (Associate of the Royal School of Church Music)

Roy Benjamin

Bert Landman

Christopher Slater

Jenny Yates

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

Peter Connor

Certificate of Special Service

Joan Clayton

Barry Gibbs

Michael Halls

Ray Harlow

John Hughes

David Jaques

Nicholas King

Brian Millar

David Oldfield

George Peebles

George Roberts

OPERATIONS, FINANCE, STRATEGY AND GOVERNANCE

Financial Review

The ongoing effects of the COVID pandemic have continued to be significant across the 2021 financial year, and have impacted on all areas of the RSCM's operations. It has been difficult or impossible to run 'in person' events, and for much of the year, restrictions on singing had a major effect on activity and publishing. As a result, the financial out-turn on the year is a significant deficit, despite rigorous cost control, and significant staff savings due to a redundancy programme early in the year.

Work has continued (though hampered by staffing changes) towards the replacement of the ageing CRM system, and this will be rolled out in 2022. The potential gains, both in terms of organisational time and efficiency, and in the potential direct impact of the new system are significant and will enable active usage of our data in ways that have not been possible up to now. This will allow us to better serve our members, and to communicate much more effectively with those in our wider circle. There will be significant investment in this platform over the coming period, and we are confident that such expenditure will pay dividends over time.

The unrestricted income associated with membership subscriptions continues to decline, partly as a result of factors external to the membership offer – financial pressures across the economy, and significant financial and organisational changes in the Church of England. The question of how the charity nurtures and develops its membership, and thus increases this important source of income, remains under active consideration, and a Membership development group is working on this, to report in 2022. There is a need to grow income streams, especially where they deliver both unrestricted and long-run, predictable incomes, and substantial applications to charitable trusts are in train to support the ongoing missional work of the charity.

Structured and carefully evidenced pricing strategy remains a key piece of ongoing work, whether relating to 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. Brewin Dolphin have presented to Council and been questioned on elements of the investment approach, particularly in relation to ethical investing, and open channels of communication are actively maintained to ensure transparency and ongoing investment performance.

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 **£1,301,043** of which **£476,236** is held in endowment funds and **£500,837** in restricted funds. Of the unrestricted funds, **£28,274** 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 **£118,763** represents revaluation gains on investments. **£11,972** of funds are designated to the Cathedral Organists Association.

The General Fund, or 'free reserves', stands at **£156,027**, which is significantly below the charity's free reserves target of **£293,000**, primarily as a result of the challenges of the last two years. It is the charity's strong intention, as soon as possible, to recharge this fund to protect the charity from future similar challenges.

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.

SAFEGUARDING

This has continued to be a busy time for the Safeguarding team. Another change in the administrative staff role during the year presented some challenges as the team was one member short for the recruitment period and whilst the new member was inducted. The Team is now fully staffed.

The pandemic has continued to create challenges and opportunities as we have explored how to continue to develop the benefits of online or hybrid working as lockdown lifted. This is a continually changing arena as both our provision and the best practice in safeguarding develop.

There has been an emphasis on developing a culture of safeguarding throughout the RSCM – ensuring all staff understand their responsibility for safeguarding.

The Team – and other office staff - have made effective use of training and awareness offered by several external organisations (e.g. Charity Commission, SCIE courses) and this has helped to inform and assess our practice.

We continue to embed best safeguarding practice and policies throughout the life of the RSCM and all areas of work.

All recruitment to posts – both employed and voluntary - has followed safer recruitment practice and all safeguarding checks and training requirements have been met.

There has continued to be development of effective working relationships with the Church of England and other denominations. This enables both proactive and reactive working if safeguarding situations occur.

The Team continues to benefit from and are grateful for the engagement of two Council members in the Safeguarding Co-ordinating Group which provides support as well as scrutiny and accountability for the work of the Team. They are also champions for safeguarding within the wider Council and ensuring that safeguarding is on every Council agenda.

GOVERNANCE

The Strategic Plan, completed in March 2019, continued to underpin the planning work through 2021. It has been regularly monitored by both Council and its Finance and Audit Committee.

The outgoing Plan contained the following:

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 new strategic plan, covering the period 2022-2027, now supersedes it. It recognises significant progress the charity has made over the last few years, and now aims to have a consistent framework to guide the charity towards and through the 2027 Centenary.

The new Strategic Plan positions the RSCM as:

Enabling the flourishing of church music

Celebrating our past

Encouraging and resourcing the present

Inspiring the future

It is based on the following **Missional Values:**

The RSCM is an independent UK charity dedicated to supporting, nurturing and sustaining church music. We provide relevant education, training and resources to our members and to the wider church in countries all around the world.

- We work to improve the study and standard of music in Christian worship.
- We advocate music as a missional tool for church growth.
- Our work is underpinned by our Christian faith. We value each person as bearing the image of God and as a being who should be protected from harm.
- We strive to broaden the church music landscape, to make it more inclusive and more active.

Our vision for the future

In 2027, the RSCM will celebrate its Centenary. This will be a good opportunity to celebrate the rich heritage of church music and to remember the RSCM's positive role in shaping that history over the past one hundred years. It will also be a good opportunity to reflect upon our core values. We must redouble our efforts to encourage the church to recognise the power of music as an agent for growth. We must encourage and support churches to make the most of the musical resources they have and to be ambitious about their music making. Perhaps above all, we must ensure the future flourishing of church music by inspiring young people.

Strategic Priorities

1. Encouraging the development of church music and musicians

A comprehensive programme of education

Part of our mission is to improve the study and standard of music in Christian worship. This requires the RSCM to function as an educator and to train current and future generations of church musicians. We have a mandate to provide a coherent, comprehensive educational offering that is relevant to the church, to our members and to all those whom we serve, regardless of age or ability. This must include positive engagement with young people as we enable them to begin a lifelong encounter with church music.

2. Bringing people closer to God through music

The provision of high quality and relevant support

We will motivate churches to align with our aims and values. Our resources encourage our members and the wider church to view music as a tool for mission and growth. If church music is to flourish in the future, it is essential that we introduce more children and young people to the joy of singing in church.

3. Promoting music in worship and excellence in music

Advocacy and engagement in the wider world

The RSCM promotes the value of church music in the wider world. We are advocates in a range of spheres, working with appropriate partner organisations and in relevant public forums. We build upon the rich heritage of church music, while celebrating the diversity found within the contemporary landscape. We ask what the wider world can bring to church music, and what sacred music can bring to the life of the church and society in general.

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.

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 his Deputy and Assistant Director colleagues 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 Chair 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 2020, these included the Finance and Audit Committee, an IT Steering Group, Publishing Group, Brand Development and Marketing group, Safeguarding Group, and Development Committee. There are also a staff-Council links for Education and for Membership.

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 Deputy and Assistant 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.)

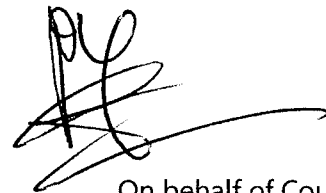
Company law requires Council to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and of the outgoing resources and application of resources, including the income and expenditure, of the

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
Phil Taylor
Vice chair of Council

23rd June 2022.

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 2021**

Opinion

We have audited the financial statements of The Royal School of Church Music (the "Charity") for the year ended 31 December 2021 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 2021 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 2021

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 2021

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 2021**

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 2022*

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 2021

		Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2021 £	Total Funds 2020 £
Income and Endowments from:						
Donations and legacies	2a	218,869	67,500	-	286,369	262,609
<i>Income from charitable activities:</i>						
Membership Income		513,583	-	-	513,583	539,221
Education & Outreach		15,643	-	-	15,643	15,449
Publication sales & royalties		208,283	-	-	208,283	203,662
Area committees		9,459	-	-	9,459	22,255
Investment Income	2b	7,200	23,483	-	30,683	29,005
Other Income	2c	28,897	-	-	28,897	27,455
Total Income		1,001,934	90,983	-	1,092,917	1,099,656
Expenditure on:						
Raising funds	3	129,677	-	-	129,677	105,280
Charitable activities						
Membership services	3	259,055	-	-	259,055	259,932
Education & Outreach	3	232,262	61,500	-	293,762	314,559
Publications	3	228,639	-	-	228,639	335,347
Area committees	3	280,184	-	-	280,184	267,609
Total expenditure		1,129,817	61,500	-	1,191,317	1,282,727
Net income/(expenditure)		(127,883)	29,483	-	(98,400)	(183,071)
Transfers between funds		2,516	(2,516)	-	-	-
Net Gains/(losses) on investments	10	25,983	35,693	51,518	113,194	11,508
Net movement in funds		(99,384)	62,660	51,518	14,794	(171,563)
Reconciliation of funds:						
Total funds brought forward	15	423,354	438,177	424,718	1,286,249	1,457,812
Total funds carried forward	15	323,970	500,837	476,236	1,301,043	1,286,249

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)

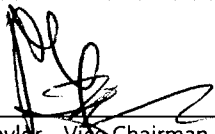
Balance Sheet

For the year ended 31 December 2021

	Notes	2021	2020
		£	£
Fixed Assets			
Intangible assets	8	34,053	61,923
Tangible assets	9	28,284	17,516
Investments	10	933,187	973,218
Total fixed assets		995,524	1,052,657
Current Assets			
Stock	11	152,921	138,936
Debtors	12	98,455	106,559
Areas' cash at bank and in hand		19,782	97,062
Cash at bank and in hand		164,114	104,315
Total current assets		435,272	446,872
Liabilities			
Creditors: Amounts falling due within one year	13	129,753	213,280
Net current assets			
		305,519	233,592
Total net assets			
		1,301,043	1,286,249
The funds of the charity:			
Endowment funds	15,16	476,236	424,718
Restricted Funds	15,17	500,837	438,177
Unrestricted Funds	15,18	323,970	423,354
Total Charity Funds		1,301,043	1,286,249

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 23/06/22 and were signed on their behalf by:


Mr Phil Taylor - Vice 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 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	CF1	(137,425)	63,121
Net cash provided by (used in) operating activities		<u>(137,425)</u>	<u>63,121</u>
Cash flows from investing activities:			
Purchase of intangible fixed assets		(2,327)	(18,431)
Purchase of tangible fixed assets		(21,123)	(11,343)
Purchase of fixed asset investments		(234,722)	(241,388)
Sale of fixed asset investments		377,385	58,388
Cash withdrawn from investment portfolio		(946)	(6,982)
Interest received		(352)	(354)
Investment dividends received		2,030	(4,157)
Net cash provided by (used in) investing activities		<u>119,945</u>	<u>(224,267)</u>
Change in cash and cash equivalents in the reporting period		(17,480)	(161,146)
Cash and cash equivalents at the beginning of the reporting period		<u>201,377</u>	<u>362,523</u>
Cash and cash equivalents at the end of the reporting period	CF2	<u>183,897</u>	<u>201,377</u>

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

	2021 £	2020 £
Net movement in funds for the reporting period <i>(as per the statement of financial activities)</i>	14,794	(171,563)
Depreciation and amortisation charges	40,553	44,728
Gain on investments	(101,686)	106,941
Interest received	(1,678)	4,511
Decrease in debtors	8,104	(2,427)
Increase / (Decrease) in creditors	(83,527)	54,923
(Increase) / Decrease in stocks	(13,985)	-
Net cash provided by (used in) operating activities	<u>(137,425)</u>	<u>37,113</u>

CF2. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	183,896	201,377
Total cash and cash equivalents	<u>183,896</u>	<u>201,377</u>

The Royal School of Church Music
(Company No:00250031)
Notes to the Financial Statements
For the year ended 31 December 2021

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 2021, with comparatives for the year to 31 December 2020.

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.

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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.

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NOTES TO THE FINANCIAL STATEMENTS

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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

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.

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2. Incoming resources	2021	2020
	£	£
a) Donations and legacies		
Grants and donations	131,840	144,154
Affiliate fundraising	33,942	16,078
Friends income	16,208	2,347
Legacies	104,379	100,030
	<u>286,369</u>	<u>262,609</u>
b) Investment income		
Listed investments	30,683	28,653
Interest on cash deposits	-	352
	<u>30,683</u>	<u>29,005</u>
c) Other incoming resources		
Commission	444	1,759
Sundry income	28,453	25,696
	<u>28,897</u>	<u>27,455</u>

Sundry Income includes £22,400 of coronavirus relief grants received from the UK Government under the coronavirus job retention scheme and local support grant schemes (2020: £19,939).

3. Total resources expended

	Direct costs	Support Costs	Total 2021	Total 2020
	£	£	£	£
Costs of Generating Funds				
Fundraising	102,097	18,782	120,879	100,031
Investment management	8,798	-	8,798	5,249
Expenditure on Charitable Activities				
Membership	231,059	27,996	259,055	259,932
Education and development	243,388	50,374	293,762	314,559
Publications	208,638	20,001	228,639	335,347
Area Committees	227,475	52,709	280,184	267,609
	<u>1,021,455</u>	<u>169,862</u>	<u>1,191,317</u>	<u>1,282,727</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	2021	2020
	£	£	£	£	£	£	£
Office costs	15,018	22,386	40,280	15,993	42,147	135,824	149,407
Professional fees	926	1,380	2,484	986	2,599	8,375	5,092
Finance costs	188	280	504	200	527	1,699	606
Depreciation	1,022	1,524	2,742	1,089	2,869	9,246	9,257
Amortisation	347	517	930	369	973	3,136	5,306
Governance	1,281	1,909	3,434	1,364	3,594	11,582	10,627
	<u>18,782</u>	<u>27,996</u>	<u>50,374</u>	<u>20,001</u>	<u>52,709</u>	<u>169,862</u>	<u>180,295</u>

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Notes to the Financial Statements**For the year ended 31 December 2021****4. Governance Costs**

	2021	2020
	£	£
Governance meetings and expenses	3,017	3,063
Auditors fees - audit	4,934	4,734
Auditors fees - non-audit services	3,630	2,830
	<u>11,581</u>	<u>10,627</u>

5. Net income / (expenditure for year)

	2021	2020
	£	£
This is stated after charging:		
Depreciation	10,355	8,911
Amortisation	30,197	35,817
Auditors remuneration - audit	4,934	4,734
Auditors remuneration - accountancy services	3,630	2,830

In 2020 and 2021 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

	2021	2020
	£	£
Total staff emoluments for the year were as follows:		
Gross salaries and wages	584,964	584,131
Social security	40,669	41,702
Employers contributions to defined contribution pension schemes	<u>27,631</u>	<u>28,757</u>
	<u>653,264</u>	<u>654,590</u>

No employees had total emoluments above £60,000 (2020: no employees).

The total remuneration, including employer national insurance and pension contributions, of the key management personnel was £130,958 (2020: £68,684).

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

Membership	2	2
Education and development	11	11
Publications	3	3
Governance and fundraising	<u>15</u>	<u>16</u>
	<u>31</u>	<u>32</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 £209 (2020: £859) were reimbursed to 3 (2020:2) members of Council. There are no other related party transactions in the reporting period that require disclosure.

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8. Intangible fixed assets	Copyrights & publication rights £	Website & Webshop £	Total £
Cost			
As at 1 January 2021	120,943	48,282	169,225
Additions	2,327	-	2,327
Disposals	-	-	-
As at 31 December 2021	<u>123,270</u>	<u>48,282</u>	<u>171,552</u>
Amortisation			
As at 1 January 2021	84,230	23,072	107,302
Charge for the year	21,012	9,185	30,197
Elimination on disposal	-	-	-
As at 31 December 2021	<u>105,242</u>	<u>32,257</u>	<u>137,499</u>
Net Book Value			
As at 31 December 2021	<u>18,028</u>	<u>16,025</u>	<u>34,053</u>
As at 31 December 2020	<u>36,713</u>	<u>25,210</u>	<u>61,923</u>

9. Tangible fixed assets	Furniture & Fixtures £	Computer Software £	Computer Hardware £	Total £
Cost				
As at 1 January 2021	92,133	66,463	75,497	234,093
Additions	537	18,147	2,439	21,123
Disposals	-	-	-	-
As at 31 December 2021	<u>92,670</u>	<u>84,610</u>	<u>77,936</u>	<u>255,216</u>
Depreciation				
As at 1 January 2021	86,146	66,217	64,214	216,577
Charge for the year	2,412	2,464	5,479	10,355
Elimination on disposal	-	-	-	-
As at 31 December 2021	<u>88,558</u>	<u>68,681</u>	<u>69,693</u>	<u>226,932</u>
Net Book Value				
As at 31 December 2021	<u>4,112</u>	<u>15,929</u>	<u>8,243</u>	<u>28,284</u>
As at 31 December 2020	<u>5,987</u>	<u>246</u>	<u>11,283</u>	<u>17,516</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.

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Notes to the Financial Statements
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10. Fixed assets investments

	2021	2020
	£	£
Market value at 1 January 2020	973,218	890,177
Additions at cost	223,214	122,939
Disposals at carrying value	(377,385)	(58,388)
Increase/(decrease) in cash	946	6,982
Net gain/(loss) on revaluation	113,194	11,508
Market value at 31 December 2020	<u>933,187</u>	<u>973,218</u>
Investments at market value comprised:		
UK listed investments	402,054	452,560
Overseas listed investments	510,266	500,738
Other investments	-	-
Cash on deposit	20,867	19,920
	<u>933,187</u>	<u>973,218</u>
Historical cost as at 31 December 2020		
Listed investments	719,436	732,523
Cash with investments manager	20,867	19,921
	<u>740,303</u>	<u>752,444</u>

11. Stock

	2021	2020
	£	£
Goods for resale	152,921	138,936
	<u>152,921</u>	<u>138,936</u>

12. Debtors

	2021	2020
	£	£
Trade debtors	68,454	76,001
Other debtors	17,633	25,601
Prepayments and accrued income	12,368	4,957
	<u>98,455</u>	<u>106,559</u>

13. Creditors - amounts falling due within one year

	2021	2020
	£	£
Trade creditors	21,847	34,016
Other creditors	33,541	107,284
Accruals	16,693	8,947
Deferred income	57,672	63,033
	<u>129,753</u>	<u>213,280</u>

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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	85	53,516	7,994	1,438	63,033
Amount released to incoming resource:	(85)	(53,516)	(7,994)	(1,438)	(63,033)
Amount deferred in the year	0	51,050	5,463	1,159	57,672
Balance Carried Forward	0	51,050	5,463	1,159	57,672

15. Analysis of net assets between funds

Fund balances are represented by:	Endowment	Restricted	Unrestricted	Total
	Funds	Funds	Funds	Funds
	£	£	£	£
Intangible fixed assets	-	-	34,053	34,053
Tangible fixed assets	-	-	28,284	28,284
Fixed asset investments	476,236	277,468	179,483	933,187
Net current assets	-	223,369	82,151	305,519
Total net assets	476,236	500,837	323,970	1,301,043

Analysis of net assets between funds - previous year

Fund balances are represented by:	Endowment	Restricted	Unrestricted	Total
	Funds	Funds	Funds	Funds
	£	£	£	£
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

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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)	33,010	-	-	-	4,004	37,014
Hymns Ancient & Modern Lectureship Fund (To help pay for lecturers on RSCM courses)	33,185	-	-	-	4,026	37,211
Harold Smart Competition Fund (To fund an annual competition for composers)	12,041	-	-	-	1,460	13,501
To provide grants to students attending RSCM courses:						
Hubert Crook and other bursary funds	171,696	-	-	-	20,827	192,523
Wiles Family Bequest	94,768	-	-	-	11,495	106,263
The Minsall-Jones Bequest	61,553	-	-	-	7,466	69,019
Derek Marsden Fund for educational bursaries	18,465	-	-	-	2,240	20,705
	424,718	-	-	-	51,518	476,236

Endowment Funds - Previous year

	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

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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	4,720	1,181			384	6,285
Hymns A & M Lectureship Fund Income	10,658	1,318			867	12,843
Harold Smart Fund Income	7,234	551			589	8,374
Hubert Crook and other Bursary Funds	47,900	6,658			3,897	58,455
Wiles Family Bequest income fund	24,121	3,624			1,962	29,707
The Minsall-Jones Income Fund	12,614	2,287			1,026	15,927
Derek Marsden Fund for Education	3,783	686			307	4,776
Regional development in specific areas	1,121	25			92	1,238
Bursaries for Cathedral Courses	19,737	432			1,606	21,775
Bursaries for RSCM study programmes	6,807	149			554	7,510
Liz & Terry Bramall Trust	-	60,000	(60,000)		-	-
The Norman Kirkham Fund for organ scholarships	2,240	49			182	2,471
RSCM Voices general bursaries fund	1,079	24			88	1,191
John Piling Trust Fund - RSCM Voices	2,332	-		(2,332)	-	-
K Guppy Fund for training/support of boy choristers	50,864	1,114			4,138	56,116
Parish Organ Scholarships Project	5,240	115			426	5,781
Post-Ordination clergy training project	7,697	169			626	8,492
The Headley Trust bursaries grant for young people	103	1		(103)	4	5
PA Mason Memorial Fund for courses	33,437	733			2,720	36,890
MB MacAuley Fund for choir training	140,957	3,088			11,469	155,514
DF Todd Fund	36,696	804			2,986	40,486
Cathedral Courses Income Fund	3,144	69			255	3,468
The Patrons' Fund 2017	81	-		(81)	-	-
Ouseley Trust	2,147	47			175	2,369
Area funds	10,783	236			877	11,896
Pipeline Organ Scholarship	198	4			16	218
The Praxis Grant for Education	-	1,500	(1,500)		-	-
Oglethorpe Fund for bursaries for young choristers	2,484	54			202	2,740
J Thiselton fund for Chorister Training	-	2,022			82	2,104
David Willcocks Music Trust Grant	-	1,516			61	1,577
The Williams Church Music Trust Grant	-	2,527			102	2,629
	438,177	90,983	(61,500)	(2,516)	35,693	500,837

The charity has been conducting a review of its restricted funds, and identified that the funds received from the John Piling Trust Fund - RSCM Voices, The Headley Trust bursaries grant for young people and The Patrons' Fund 2017 had been fully expended in a prior accounting period for the intended purpose, but those expenses were accidentally allocated to unrestricted funds in the accounts. As the amounts involved are not material, the fund balances have been corrected in the current year by a transfer to unrestricted funds.

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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	3,661	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 Trust	-	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 Piling 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
To support the Cathedral Organists Association	-				-	-
Pipeline Organ Scholarship	2,038	571			9	2,618
The Praxis Grant for Education	-	6,000	(6,000)			-
Oglethorpe Fund for bursaries for young choristers	-	628		1,846	10	2,484
	414,159	87,418	(66,000)	1,846	3,174	440,597

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18. Unrestricted funds

	Fund B/Fwd	Income	Expenditure	Transfers	Gains & Losses	Fund C/Fwd
	£	£	£	£	£	£
Designated funds:						
Fixed assets	17,516		(10,365)	21,123		28,274
Area development	8,934					8,934
Fair value reserve	92,780				25,983	118,763
Cathedral Organists Association	10,345	6,230	(1,603)	(3,000)		11,972
General fund	293,779	995,704	(1,117,849)	(15,607)		156,027
	423,354	1,001,934	(1,129,817)	2,516	25,983	323,970

Unrestricted Funds - previous year

	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

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 2021 or 2020.

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 in 2020, 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 was therefore 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.

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

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19. Operating lease commitments

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

	Land and buildings	
	2021	2020
	£	£
Due within one year	42,415	23,958
Due between one and five years	32,666	19,708
Due in more than five years	-	-
	<u>75,081</u>	<u>43,666</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 £27,631 (2020: £28,757). No contributions, including employee contributions, were outstanding at the balance sheet date (2020: £NIL).

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21. Comparative Statement of Financial Activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2020 £
Income and Endowments from:				
Donations and legacies	196,004	66,605	-	262,609
<i>Income from charitable activities:</i>				
Membership Income	539,221	-	-	539,221
Education & Outreach	14,899	550	-	15,449
Publication sales & royalties	203,662	-	-	203,662
Area committees	22,255	-	-	22,255
				-
Other incoming resources	8,742	20,263	-	29,005
Investments	27,455	-	-	27,455
Total Income	1,012,238	87,418	-	1,099,656
Expenditure on:				
Raising funds	105,280	-	-	105,280
Charitable activities				
Membership Income	259,932	-	-	259,932
Education & Outreach	246,139	68,420	-	314,559
Publication sales & royalties	335,347	-	-	335,347
Area committees	267,609	-	-	267,609
Total expenditure	1,214,307	68,420	-	1,282,727
Net income/(expenditure)	(202,069)	18,998	-	(183,071)
Transfers between funds	(1,846)	1,846	-	-
Net Gains/(losses) on investments	3,370	3,174	4,964	11,508
Net movement in funds	(200,545)	24,018	4,964	(171,563)
Reconciliation of funds:				
Total funds brought forward	623,899	414,159	419,754	1,457,812
Total funds carried forward	423,354	438,177	424,718	1,286,249

