

ANNUAL REVIEW 2018/19

WILTSHIRE
Live MUSIC
CENTRE
BRADFORD ON AVON

“I swear your Centre
keeps my heart beating!”

Janet, Special Friend and audience member





The Shed that Grew Up: reflecting on the end of our 20th Anniversary year

“We are so very grateful to all those who support us and encourage us to continue to be bold and ambitious with our programming and projects. We can’t wait to see what the next 20 years brings”

Maud Saint-Sardos, Chief Executive

Our Vision: to maximise the opportunities for live music to inspire, enrich and transform people’s lives

Our Mission: to be a beacon of excellence and innovation enabling a wide range of people to enjoy and participate in live music across different genres.

Wiltshire Music Centre (WMC) was created on a commitment to nurture musical ability and interest, and the Centre has provided the highest quality musical experiences to audiences and participants of all ages since the beginning. It occupies a special place in the musical life of Wiltshire and the wider region: it is the only dedicated professional concert hall in the area and offers an expanding Creative Learning Programme to the local community.

Our Values: the work of WMC, its policy and practices are governed by the following value framework, reflecting the culture and working practices of the organisation and guiding our work.

- 1 Excellence**
- 2 Diversity and inclusion**
- 3 Innovation**
- 4 Access and engagement**
- 5 Partnerships**

Recognised across the nation, **Wiltshire Music Centre (WMC)** is the only dedicated professional concert hall in the region, extending to Bath & North East Somerset.

We are even better known for our exemplary educational programme aimed at engaging young people in the highest quality, creative and musical experiences.

In a predominantly rural county, including some areas significantly affected by poverty, our accessible live music performances, education and participation programmes play an instrumental role in the well-being of more than 65,000 people every year, as well as in the personal and professional development of many musicians.



Wiltshire
Music Centre

We play an instrumental role in the well-being of more than:

65,000⁺
people every year!



ARTISTIC PROGRAMME

In 2018/19 Wiltshire Music Centre is proud to have presented an ambitious and diverse artistic programme, featuring some of the world's finest classical, jazz, folk and world musicians, with special concerts and events to celebrate our 20th Anniversary.

Excellence

We showcased **over 170 concerts and events** including performances by the **Nash Ensemble**, **Britten Sinfonia**, **Imogen Cooper**, **English Touring Opera**, **Courtney Pine CBE**, and our Orchestra in Residence the **Orchestra of the Age of Enlightenment (OAE)**. Throughout the year, we featured 10 artist debuts and 11 performances presented by outstanding younger artists, and our **Artists in Residence** included **Claire Martin**, **Joanna MacGregor** and the **Behn String Quartet**.

Diversity and Inclusion

We showcased a range of cultures, styles and artists from around the world, featuring 10 headline performances by international artists including **Lankum**, **Taiko Drummers**, **Busch Trio**, **Andrey Lebedev**, **Coig**, **Nordic Fiddlers Bloc** and **Neon Dance**. British Diversity was also showcased throughout the programme including performances by **Transglobal Underground** and **Seckou Keita**.

Artists with a disability took centre-stage with blind autistic pianist **Derek Paravicini** providing highlights as our Artist in Residence. We provided a **professional platform for community musicians and events**, enabling local choirs, orchestras and young musicians' groups to meet their full potential. We presented the 7th **Bradford Roots Festival**, which saw local artists perform at a sold-out event across three days, including our own **Zone Club**.

Innovation

We presented imaginative programmes including a performance by **City of London Sinfonia** with **Roderick Williams** featuring innovative use of graphics. We livestreamed a lecture by **Adam Ockelford** about autism and concert performances by **Derek Paravicini** and **St Mary's Calne**. We debuted three new works during 2018-19 including a new composition by **John Woolrich** which was performed by the **Berkeley Ensemble**, and commissioned Brazilian percussionist **Adriano Adewale** to write a new collaborative piece for schools which was premiered at WMC.



Access and Engagement

We presented our first two **relaxed events**, a format that allows audience members to talk and move about freely, and engage with performers.



live screenings from the Royal Opera House and Glyndebourne

ATTRACTING 1,628 AUDIENCE MEMBERS



We programmed **6 Family Shows**, provided discounted tickets to all core concerts for Under 18s, offered 'Kid a Quid' discounts and offered free tickets to selected concerts for under 25s and students, in partnership with the **Cavatina Chamber Music Trust**, to help to attract younger audiences.

We offered **10 FreeStage** performances providing opportunities for young local musicians (**Wiltshire Young Musicians, Bath Youth Folk Band, Courage Performers** and more) to perform in public.

26,788 CONCERT TICKETS SOLD UP 12.9%

12% of our tickets were sold to **under 18s**

Partnerships

We revitalised our partnership with **Bath Festival** which resulted in a joint production of an orchestral and choral concert at the Centre featuring the **Orchestra of the Age of Enlightenment** and the **Choir of Clare College Cambridge**, as well as a community-inspired performance of Leonard Bernstein's *West Side Story* at **The Forum in Bath** involving local schools, the **WMC Chorus** and **Prime Theatre**.

We presented 10 performances in partnership with **Wiltshire Music Connect**, 3 orchestral concerts in association with **Orchestras Live** and a series of comedy and literature events in partnership with **Pound Arts**.

FREE PRE-CONCERT TALKS

20

Average ticket yield was

£16.10

312 FREE CARER TICKETS



CREATIVE LEARNING PROGRAMME

Throughout 2018/19, we further connected the artistic programme at WMC with our local community through a wide range of facilitated activities involving visiting and resident artists providing education, participation and performance opportunities for children, young people and vulnerable adults.

Excellence

The **West of England Youth Orchestra (WEYO)** continued to provide a vital progression route for young musicians grade 7+ from across the region. The **Wiltshire Youth Jazz Orchestra (WYJO)** also provided valuable development opportunities for talented young musicians and WMC became a **National Youth Jazz Orchestra Regional Academy**.

The youth orchestras toured to the South of France in 2018, performing 4 concerts in 6 days. Their performances at the Centre included professional visiting artists: WYJO with **Malcolm Edmonstone** and **Ryan Quigley**, and WEYO with **Joanna MacGregor**.

105 young musicians played as part of the youth orchestras, WEYO and/or WYJO

We presented a wide range of **artist-led industry events, workshops, masterclasses:**

5
MASTERCLASSES

8
WORKSHOPS

We also hosted meet-the-artist events to increase engagement with and access to artistic careers, including opportunities for students to work towards an **Arts Award**.

3,000

participants in
**CELEBRATING
Age Wiltshire**
events

Diversity and Inclusion

We continued to develop the range of activities offered to members of **Zone Club** with more regular public performances and volunteering opportunities in addition to their monthly sessions. Members also participated in a performance at the **Fast Forward Festival**, a national three-day disability arts festival presented in association with **Bristol Music Trust** and hosted at **WMC**, which also included performances by **BSO Resound** and pianist **Derek Paravicini**.

Adriano Adewale led a series of workshops in 4 local primary schools which culminated in the creation of a new piece and premiere performance at WMC which included 25 local children in May 2019.

We continued to lead the **Celebrating Age Wiltshire** project in partnership with Age UK, Community First, Wiltshire Council Library Service and other local NPOs, which enables older people in more rural communities to enjoy and participate in a range of cultural and heritage activities.



Innovation

We created a new first access to music event to mark our 20th Anniversary, the **Big Family Music Day** which attracted 300 participants and culminated in a family orchestra performance on the WMC stage.

Meanwhile, **WMC Chorus** performed Duke Ellington's *Sacred Concert* in collaboration with Soul Celebration Community Chorus and Cantamus Chamber Choir.

650 people attended our **My Science Fair** event for young people and their families included science experiments, a performance by electro-acoustic artist Duncan Chapman, interactive workshops and a science poster competition.

Partnerships

We worked with **Wiltshire Music Connect** to deliver a range of projects including **WEYO** and **WYJO**, two Industry Days for aspiring young musicians led by visiting artists **Claire Martin** and **Joe Stilgoe**, set up a **new folk progression opportunity** for young folk musicians, delivered our online digital resource for schools *Hit It!* and supported the **Cultural Educational Partnership**. We launched a new **Young String Quartet Residency** with the **Marmen Quartet** which included professional mentoring with members of the **Doric String Quartet**, two concerts and an extensive schools project in primary and secondary schools.

We developed our partnership with **Prime Theatre** in Swindon by co-commissioning a new touring music theatre show for schools and venues aimed at primary-aged children which will be premiered in 2020.

Access and Engagement

London Sinfonietta and members of **WEYO** took part in a day-long workshop and evening performance of **Terry Riley's *In C*** as part of our core artistic programme.

We presented a lunchtime **Cake Concert** for people living with dementia in May 2018 during Dementia Awareness Week in association with the **Bournemouth Symphony Orchestra**.

270
SESSIONS

10,824
PARTICIPANTS
REACHED

6
Family
Concerts

9
Performances
in local
primary
schools



ORGANISATIONAL DEVELOPMENT

Wiltshire Music Centre is a charity and an Arts Council England National Portfolio Organisation (NPO). We fundraise over £350,000 per year to support our ambitious programmes of work engaging with the community.

Excellence

We achieved the bold **£100,000** target in our **20th Anniversary Appeal** to support the Centre's into its third decade.

We earned or raised **£55** for every **£1** of local authority funding to support music and music education.



We carried out a **comprehensive organisational review** and a significant investment in the staff structure was agreed in order to improve the team's capacity, maturity and agility; the conclusions were embedded in the 2019-2022 business plan approved in March 2019.

We developed our 3 Committees in line with our Governance Plan:

Finance & Resources Committee
Programme, Audience & Learning Committee
Development Committee

Under the leadership of our Chief Executive, we made further progress on **streamlining processes and developing tools** throughout the organisation (roadmaps, semi-automated management accounts, advanced budgeting etc.).

Diversity and Inclusion

This year we delivered several initiatives to **improve our audience and performer experience**, including upgrading our stage lighting to LEDs, providing better messaging and programme-reading offers for visually impaired patrons, and upgrading our hearing loop to Sennheiser Mobile Connect app.

We engaged with new audiences with **relaxed performances and screenings** and by hosting the **Fast Forward Festival**, but equally acknowledged that building audiences for disability arts requires additional marketing resources.

Following a comprehensive Trustees skills audit and specific advertising of the positions, we received interest from a wide range of potential Trustees. We expanded the WMC Board to welcome a **young Trustee** who is an alumnus of the Wiltshire Young Musicians youth orchestras.

Financial Summary



INCOME £	2017/18*	2018/19
Concerts & Events	29%	29%
Creative Learning Projects	27%	15%
Other Fundraised Income	16%	27%
Lettings, Bar & Box Office	13%	13%
Arts Council England	10%	10%
Wiltshire Council	3%	2%
Investment Income	3%	4%
TOTAL	100%	100%

EXPENDITURE £	2017/18	2018/19
Concerts & Events	53%	44%
Creative Learning Projects	31%	34%
Lettings, Bar & Box Office	4%	5%
Fundraising	3%	4%
Management & Administration	9%	13%
TOTAL	100%	100%

*In addition to the 2017/18 income the Centre was fortunate to receive a significant legacy gift.

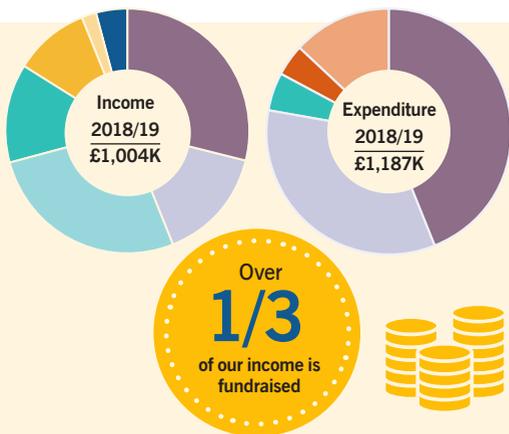


Innovation

In line with the agreed 2018/19 business plan, we started **structurally investing in the organisation** through a number of designated funds and initiatives. This included a **flagship projects** fund, enabling us to deliver high quality projects which would otherwise not be financially viable.

We invested over £119,000 in fixed assets and improvements to the building during the year, mainly the upgrade to **energy efficient LED lights** in the auditorium as well as a more robust IT framework.

We successfully launched our **WMC Angels** programme to support WMC core income and developed the **'Sponsor a Star'** programme to support the development of the Youth Orchestras.



Environmental Sustainability

As well as **introducing LEDs**, we switched to **100% green electricity**, introduced **reusable plastic cups** at Bradford Roots Festival in January 2019 and started **phasing out single use plastic cups**.

Access and Engagement

Our spaces housed subsidised rehearsal and teaching space for **33 local music tutors and groups**. We hosted the recording of *Keep the Home Fires Burning* with a community choir as part of **Wiltshire Remembers**, a BBC Wiltshire project to mark the WW1 Centenary.

We provided **56** full or part-time jobs in the local economy

56
JOBS

120 volunteers gave us over **5,700 hours** of their time, valued at:



over
£52,000

10
YOUNG
PEOPLE

involved in hands-on work experience programme throughout the year

Community fundraising initiatives further developed with £1,735 raised by 3 runners as part of the Bath Half Marathon 2019 and £2,497 raised through a brand new and festive Christmas Auction. We also received **two Bradford on Avon Business Awards: Health, Body and Mind Award** and **Putting BoA on the Map**.

Partnerships

ACE NPO rating upgraded to **STRONG** regarding our Creative Case for Diversity.

Meanwhile, our general risk rating was improved, and our partnership with **Wiltshire Council** continued despite a reduction in funding of 20% in 2018/19.

We also worked on deepening our relationship with our close neighbour **St Laurence School** to respond to the issues facing music education including offering projects and work experience opportunities.

As executive partners of the **Wiltshire & Swindon Cultural Education Partnership**, we contributed to the launch of its first Open Fund for Wiltshire primary and secondary schools.

We provided **Box Office services** for 8 other local venues or groups.

THANK YOU! 20

In 2018, we launched an ambitious appeal to raise £100,000 to support the Centre's future across 3 key priorities:



1. Music-making for all:
our Creative Learning Programme in the community



2. Artistic Excellence:
bringing the world's best musicians to Wiltshire



3. A greener future:
new LED auditorium lighting

Thanks to the generosity of our supporters **this target was achieved.** This has enabled us to deliver new initiatives and exceptional projects, whilst also building the foundations to continue to deliver world class musical performances and to offer inspirational Creative Learning opportunities.

Including...

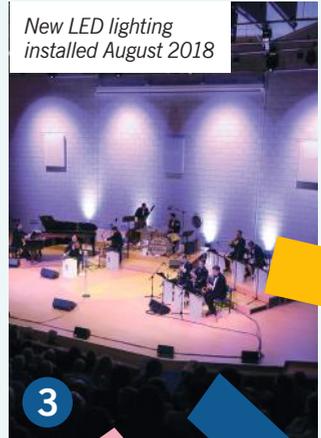
Big Family Music Day 2018



Marmen Quartet – New Young Quartet in Residence



New LED lighting installed August 2018



BE PART OF OUR STORY



WMC was created by the community and for the community. There are many different ways you can be involved at WMC. Help us write the narrative of our third decade.

1. Make the most of the Centre

From world-class performances and engaging workshops to room hire and box office services, WMC is a lively musical hub built by and for the community. Enjoy and share the gift of live music around you throughout the year

"We can be what we want to be" – Lyric written by a Zone Club participant



2. Become a Friend or Angel

Our regular supporters are the backbone of the Centre, providing vital support through memberships and donations to help fund our year-round programmes. **Starting at £30 a year, join us as the custodians and ambassadors of this vibrant musical hub**

"WMC is a very special place and it's great to know that I am, in a small way, part of it..."
– WMC Friend



3. Volunteer with us

Our volunteers play an essential role in the WMC ecosystem, running events and ensuring a great experience for audiences by providing a welcoming, professional and safe service. **Have fun and meet new people, experience behind-the-scenes at a concert hall**

"The other volunteers, and the staff, are a joy to work with. It is like a family and it is so nice to be part of." – A volunteer



4. Support WMC your way and see your business benefit

Whether it is about staging your conferences and events at an inspiring setting, associating your brand with the core values of WMC or offering your staff meaningful opportunities to get involved locally. **Bring your CSR policy and community engagement to life in a distinctive and creative way**



Get in touch to be part of our story:
www.wiltshiremusic.org.uk/
01225 860110

THANK YOU

The Wiltshire Music Centre gratefully acknowledges the support of the following:

PRINCIPAL FUNDERS

Arts Council England
Wiltshire Council

PARTNERS

St Laurence School
Wiltshire Music Connect

CORE FUNDERS

Andrew Lloyd Webber Foundation
Annett Charitable Trust
Medlock Charitable Trust
Joyce Fletcher Charitable Trust
Roy Harris Charitable Trust
Roper Family Charitable Trust
S D Whitehead Charitable Trust

CONCERT PROGRAMME SUPPORTERS

Anthony Best Dynamics (Season Sponsor)
Bradford on Avon Town Council
Bradford on Avon Arts Association
Cantamus Chamber Choir
Cavatina Trust
Cumberwell Park
Evelyn Strasburger
Fat Fowl
Feilden Clegg Bradley Studios
Friends and Angels of the Wiltshire Music Centre
Great Western Wine
Ian Thorn
Investec
Moore Stephens (Moore)
Music in the Round
Orchestras Live
The Piano Shop Bath
Steers McGillan Eves
Swan Hotel
Woolley Grange Hotel

CREATIVE LEARNING & EDUCATION SUPPORTERS

Ammco Trust
Annett Charitable Trust
Anthony Best Dynamics
Big Lottery
Boshier Hinton Foundation
Bradford on Avon Arts Association
Bruce Wake Charitable Trust
Cavatina Trust
Coles-Medlock Foundation
Combined Charities Fund for the Mentally Handicapped
David Solomons Charitable Trust
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NFU Mutual
Odin Charitable Trust
Patrons of the Youth Orchestras
Watkins Solicitors
Wiltshire Community Foundation
Wiltshire Council Area Boards
Wiltshire Freemasons
Wiltshire Music Connect

YOUTH ORCHESTRAS MAJOR SPONSOR

HPH Ltd

20TH ANNIVERSARY APPEAL MAJOR SUPPORTERS

Coles-Medlock Foundation (matchfunding £25,000)
Roper Family Charitable Trust
Ashford Homes (Doric Group)
M&S Energy Fund
Happy Business
Make Your Figures Count
Coventry Building Society



PATRONS

John Cullum FRSA DL
Sir Maurice Johnston KCB OBE
Jeremy Thring DL

TRUSTEES

James Wetz (Chair)
Harriet Feilding (Vice-Chair)
Sue Carter (Treasurer) until 30.11.18
Jonathan Berridge
John Carter MBE 30.11.18 – 15.3.19
Matthew Cleaver
Jonathan Cross
Maddie James
Alan MacRae
Anne Millman
Emily Pieczko appointed 30.11.18
David Richardson
Ian Thorn

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With special thanks for all of our Friends, Volunteers, Supporters and those who made a donation to support our work in 2018/19.

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