

Wiltshire Music Centre Trust Ltd
Business plan 2019-2022



CONFIDENTIAL

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Executive summary

*'When we opened back in 1997 we had incredible hopes and dreams for the Centre.
I'm really proud to say that the Centre has exceeded all of them.'*

Keith Nimmo, Founding Artistic Director

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. In a predominantly rural county, in parts seriously affected by poverty, the accessible live music performances, education and participation programmes delivered by the Centre 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.

A National Portfolio Organisation supported by the Arts Council England, the Centre is particularly recognised for the excellence of its Artistic programme, supported by meaningful partnerships and a continued commitment to various genres and new music, as well as for the depth, inclusivity and relevance of its Creative Learning programme. The growing integration between the two programmes, combined with a strong team and dense network of supporters, places WMC in a unique position to fulfil its vision and maximise the opportunities for live music to inspire, enrich and transform people's lives. The Centre is also a musical home providing first rate facilities for partners and community groups to successfully run their own activities.

In a context marked by dwindling public sector dependent funding, a fast-changing music landscape and increasing pressure on scarce resources, WMC now stands at a pivotal stage of development and has decided to invest in the organisation in order to consolidate what has been achieved to date, fully realise the creative opportunities it has identified in recent years and ensure long-term sustainability. Over the next 3 years, while continuously enriching its Artistic and Creative Learning offering, increasing its contribution to the Creative Case for Diversity and reaching out further into the community to address various needs, the Centre will further invest in its team and infrastructure to step up its operations, developing contributed and earned income streams, as well as continue to optimise its operational efficiency. This is about long-term resilience of a strong identity, the ability and agility of the organisation to seize opportunities, identify and mitigate risks, and deploy resources effectively in order to continue delivering high quality work and engagement in line with its core mission.

The successful 20th Anniversary year in 2018 acted as a catalyst for this significant transformation and provided the platform WMC needs in order to be more visible and engage further with existing and potential supporters. The strong impetus given by the new Chair and Chief Executive, together with the solidity of financial reserves built to date and strong management framework, are additional positive factors to enable this ambitious business plan.

This strategy aims at consolidating WMC as a proud beacon of musical excellence and innovation, enabling a wide range of people to enjoy and participate in live music across different genres, over the next 20 years and beyond.

