

Annual Report 2006/07

the stables

The Laine Dankworth Centre
WAVENDON, MILTON KEYNES



Wavendon Allmusic Plan Ltd
(Limited by Guarantee)
Company Registration Number 979681
Charity Registration Number 261645



Stephen Clarke

Chairman

Chairman's report

Once again this has been a very busy and extremely successful year. Collectively we achieved more than in any previous year in pursuit of our charitable objectives and in particular resulting from activities in the Jim Marshall Auditorium: a remarkable achievement.

A detailed review of the group's activities for the year is set out in the Trustees report.

I would like to thank the many people who have contributed in the continuing development and success of The Stables. I wish to recognise the contribution made by our staff, volunteers, the management team and particularly our Chief Executive, Monica Ferguson. Thanks are also due to our Founders and the members of our Friends' Scheme, as well as the many Foundations and Charities that have supported our activities. I also wish to thank Arts Council England, South East, for their continued support.

The artists that appear on our main stage are to be particularly thanked as without them we would not have the enjoyable shows, which so frequently thrill our customers, resulting in an average attendance level to each show in excess of 65% during the year. Special thanks must also go to Sir John and Dame Cleo who do so much for us both directly and indirectly.

Lastly, I would like to thank David Victor, our Chairman for seven years, who retired on 2 October 2006. David steered the Group through a number of turbulent years and set the foundation for the organisation going forward. He also chaired the building projects working group which has overseen the development of Stage 2. We are now reaping the rewards of his stewardship and his unswerving dedication and enthusiasm for The Stables.



Monica Ferguson

Chief Executive

Chief Executive's report

I am delighted that we are yet again in a position to report a year of strong artistic and financial development, thanks to the dedicated efforts of our staff, volunteers and trustees.

Having embarked on a second capital project and the inevitable disruption that this activity causes to the building and the programme I had feared that our day to day efforts to engage people with music in a sustainable way would suffer. However extraordinary teamwork, dedication to the cause and a passion for excellence has helped us to deliver a fantastic programme of concert and education activity that has helped to cement our reputation as one of the UK's leading music venues. Particularly worthy of note is our participation in the world music consortium, *Rootsroundabout* and the chamber music consortium *Music in The Round* that have helped us to deliver some astonishing concert performances.

"Funded by the Arts Council, Tengir-Too brought us a refreshing brand of music the like of which has probably never been heard before. It was a telling reminder of just how mundane our own contemporary music is compared to these lush and lavish songs from another world. The Stables, with its enviable acoustics, was just the venue to enjoy music of this subtlety and a respectful audience gave them a huge ovation" Luton Herald & Post



Tengir Too

Chief Executive's report (continued)

With all the building work in progress we had forecast for a significant reduction in corporate hire activity and consequently we planned to supplement the programme with additional concerts. However the corporate activity exceeded our expectations and our additional concert activity generated our largest number of attendances to date enabling us to achieve an unexpected but very welcome surplus of just under £168k.

In managing this second capital project, I have been mindful of the headache the organisation suffered following the first lottery funded project and the subsequent shortfall in funds to cover escalating building costs. Accordingly, The Next Stage Project has been phased to provide discrete elements that can be delivered as and when capital funds permit.

Fortunately we have managed to raise the funds in good time to complete the initial phases of extending the car park, providing a commercial kitchen and Stage 2, our flexible café-bar / performance space, which will be an ideal space to support our education activity, the development of emerging artists and audiences and an additional corporate facility for hire.

However, there are still a number of areas where capital investment is desperately required, including the development of a sensory courtyard garden area outside Stage 2 which will provide additional summer workshop space and pre-theatre refreshment area, so our capital fundraising will continue well into next year.

In addition to the building works we have also turned our attention to developing a Diversity Plan to ensure we are aiming for equality of access for everyone in the community across our organisation. Clearly the planning is just the start of an ongoing programme of development that we will aim to progress in the coming year. The same is also true of a new Marketing and Audience Development plan that we have developed to support the growing aspects of all our activities.

In summary, this year has been one of significant change and development for the organisation and I look forward to the exciting artistic opportunities that our capital investments will enable in the coming year.



Courtney Pine



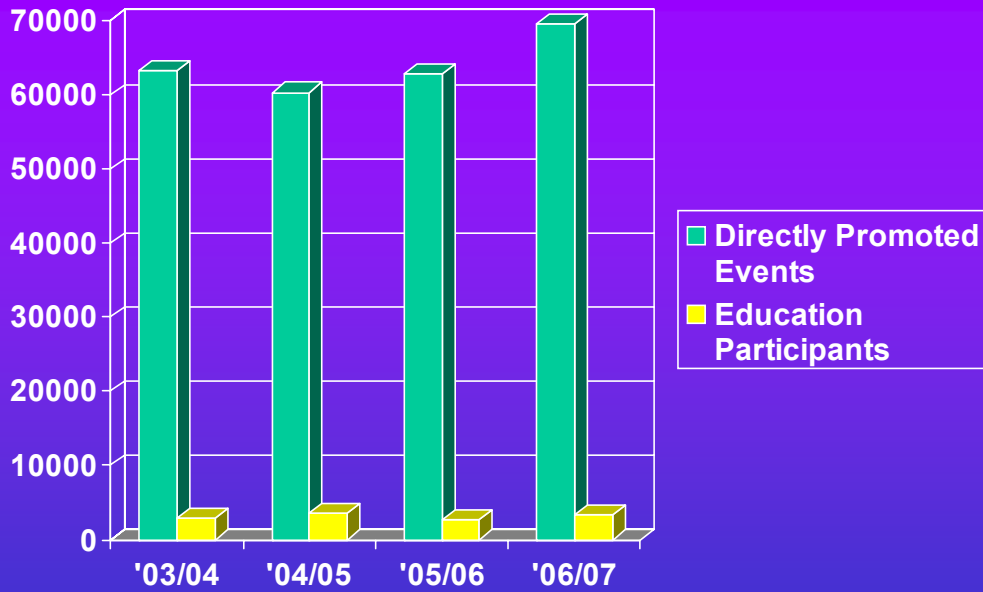
Nerina Pallot



Julian Lloyd Weber

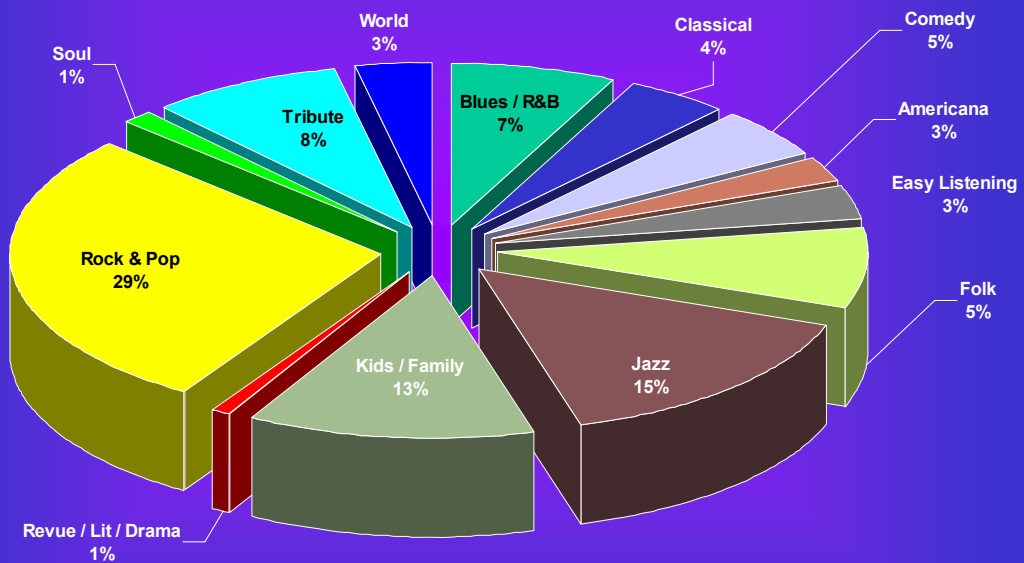
Key performance indicators

Attendances



N.B. excludes concert hires or third party promotions
 Education attendances includes schools concerts and workshops

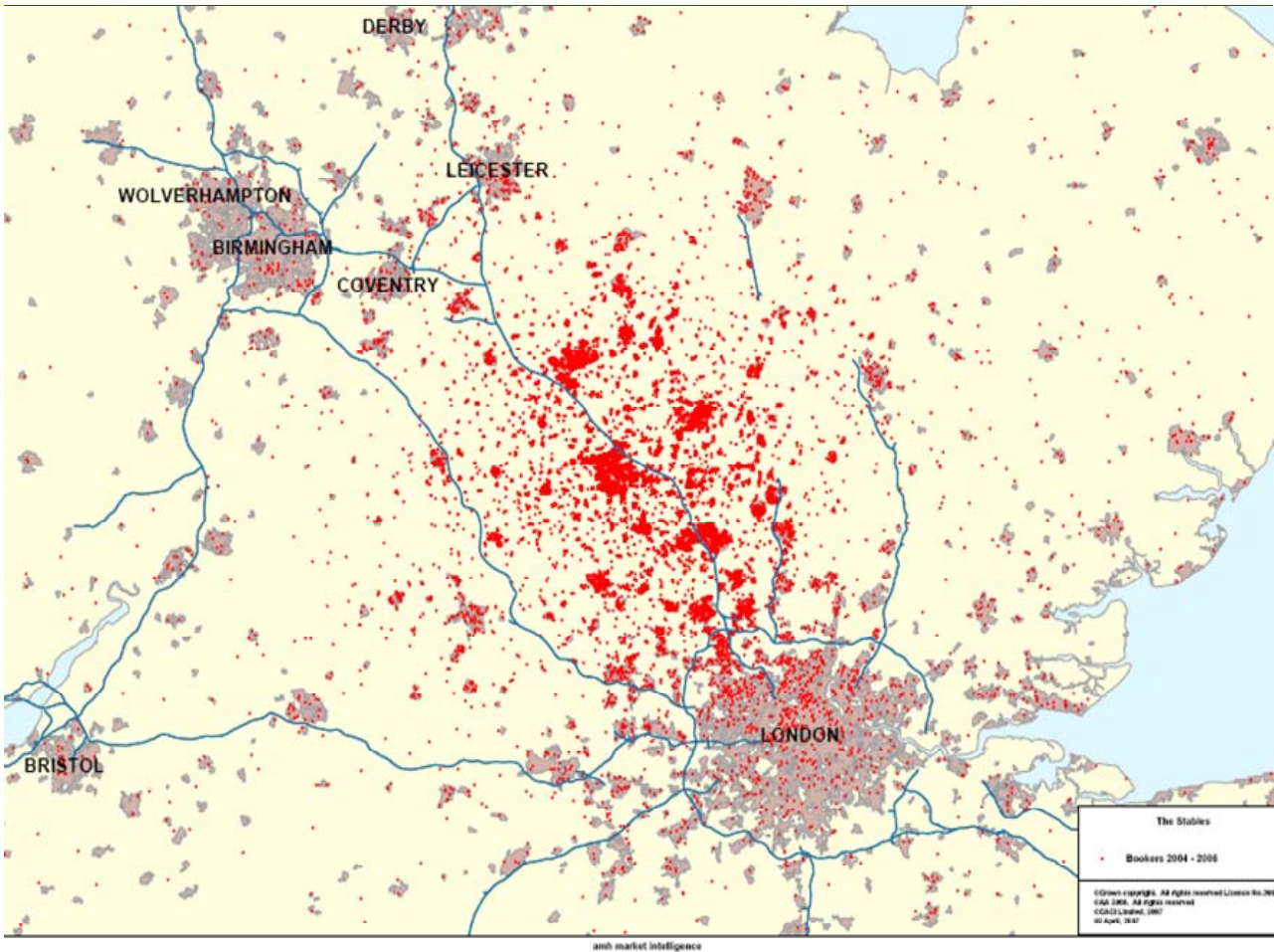
Concerts By Genre 2006/07



N.B. excludes concert hires or third party promotions

Where do our customers come from?

As part of the research being conducted by Smart Audiences we have mapped our customers over the past 2 years (2004-2006). The results confirm The Stables status as a regionally significant organisation with national profile. Each small red dot represents one ticket booker. Where there are significant numbers small dots may have merged together.



Extracts from the Trustees report for the year ended 31 March 2007

Introduction

The Charity was first established in 1970 to operate under the name of **The Stables** with the objective of providing a centre of musical activity for the purposes of the promotion of education in, and appreciation of, good music of all kinds amongst persons of all ages and social backgrounds. Since that time the activities have grown significantly and The Stables has become renowned as a centre of musical excellence. Of major significance, with the assistance of Arts Council England, in 2000 a new auditorium was opened, followed in September 2007 by a second performance space and improved facilities generally.

Objectives and Activities

The main objective of the Charity is:

“To provide a centre of musical activity for the purposes of the promotion of education in, and appreciation of, good music of all kinds amongst persons of all ages and social backgrounds”.

It has distilled this into a vision statement as follows:

“To engage the widest range of people with music in all its diversity”

It has a stated mission for the period covering 2006 – 2011:

“To develop the Stables and its brand in order to challenge perceptions and satisfy people’s changing musical needs, striving for equality of access and quality of experience at all times and ensuring creative and operational integrity at our core.”

Achievements and Performance

2006/07 has been a period of immense change for the organisation with significant capital investment in our grounds and building facilities.

Alongside the development of additional parking spaces, a new commercial kitchen and café-bar performance space (Stage 2) we have seen investment in performance lighting and sound systems, external signage and the IT infrastructure.

Whilst building works have progressed, our attention remained focused on delivering a high quality concert and education programme which has achieved record attendances for the organisation as a whole.

Artistic Programme

Artistic Development has continued throughout 2006/07 with particular attention being paid to the development of the classical and world music elements of the programme and also dedicated efforts to support more emerging singer songwriters.

We participated for the first time in the chamber music consortium – Music In The Round – which provided a high quality classical concert experience with an informality of presentation that seemed to be well received by audiences. We presented 7 Concerts which included the Vanburgh Quartet, Cropper / Welsh /

Artistic Programme (continued)

Roscoe Trio, James Johnstone and the European Brandenburg Ensemble, Ensemble 360, The Leipzig Quartet, The Skampa Quartet and Fretwork.

Concerts by The Gwilym Simcock Trio, The Brodsky Quartet, Julia Biel, Tommy Emmanuel, Nerina Pallot, Peter Jablonski, John Williams with John Etheridge, Julian Lloyd Webber, Seth Lakeman, Yasmin Levey, Sandi Thom, Karine Polwart, Randy Napoleon, Tengir Too, Nanci Griffith, Antonio Forcione, Joan Armatrading, Courtney Pine and Andy Scott's Sax Assault stand out as particular highlights, together with a schools performance and public family performance of The Pied Piper, composed by Kate Pearson, by Opera North.

We collaborated for the first time with The Watermill Theatre, Newbury to present Arabian Nights, by Neil Duffield, directed by Andy Brereton with original music by Janie Armour. This was a magical Christmas show for family audiences with 33 performances by 5 actor / musicians setting a distinctive benchmark for future Christmas productions at The Stables.

We increased the diversity and quantity of our world music concerts working with SETA's Rootsroundabout consortium to promote an astounding concert from the Kyrgyzstan group Tengir Too and Palestinian born Oud player, Adel Salameh. Working with the consortium has strengthened our knowledge of world music and how to market it which has resulted in good audiences for this strand of our work.

Education

2006/07 was an exciting and busy year for Education. Fundraising successes in the previous year enabled us to realise a number of projects that we had aspired to deliver:

Leverhulme Artist Programme - 5 Singer-songwriters received a year-long programme of professional development including seminars with established artists and music industry professionals, studio time and platform opportunities.

Music Mites - Pilot project in collaboration with 3 Sure Start Children's Centres completed and evaluated with outcomes feeding into The Stables' third successful bid for Youth Music funding to deliver early years music making

Music Theatre (Outreach) - 180 children from St Mary's (Wavendon) and Bow Brickhill Primary Schools took part in a creative residency with a composer, director and designer, culminating in 2 performances at The Stables during National Small Schools Week

Music Theatre (Onsite) - A cast of 27 individuals aged 14-18 was recruited through taster days at The Stables and local performing arts college Stantonbury Campus to create and perform a brand new music theatre piece at The Stables during October half-term



Music Mites



Music Mites

Collaborative working enabled Milton Keynes primary schools to take part in signposting workshops and attend performances of Opera North's *The Pied Piper* and Welsh National Opera's *Another Life*.

Secondary schools and community groups from Bedfordshire rehearsed and performed alongside professional musicians from Grand Union Orchestra to stage a performance of Tony Haynes' *On Liberation Street*

A Marketing and Audience Development Plan is currently being prepared in association with Smart Audiences. In addition to encouraging growth of attendance generally, it will specifically address key areas of potential including new audiences for Stage 2.

Corporate Services

To help raise further money for our charitable purposes, we hire our facilities for a mix of corporate conferences, meetings, receptions and fundraising events by local and national organisations. In the last year this included organisations such as Yamaha, Argos, Macintyre Hudson LLP, Milton Keynes Community Foundation, MIB, PricewaterhouseCoopers LLP, and Domino's.



Event Catering

Plans for Future Periods

The development of the programme for Stage 2 is likely to be a significant change to our activity in 2007/08. Our objectives in Stage 2 are to build programme strands which are more experimental in their nature or which support the development of emerging artists and new audiences. The first season has been programmed in Stage 2 commencing in September 2007 and further programming partnerships will be developed over the coming 12 months which will feature residencies and curated series.

A pre-show catering operation will be established to service the theatre's customers.

Development of digital distribution through podcasting and streaming is also a key ambition going into 2007/08, subject to feasibility / funding. This will be a key strand in reaching new audiences and extending The Stables brand.

We have been working with external consultants to develop a new marketing and audience development strategy to support the development of Stage 2 and the organisation as a whole. The completion of this strategy is anticipated in Autumn 2007.

Continued fundraising efforts will be made to enable more capital investment in the building and grounds including the development of a sensory courtyard garden outside Stage 2.

Plans for Future Periods (continued)

A review of the Music and Education policy will take place in 2008 to ensure that the organisation's priorities continue to reflect national, regional and local priorities for live music and music education.

Financial Summary

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2007

| | Unrestricted funds | Restricted funds | Year to 31 March 2007 | 8 months to 31 March 2006 |
|--|-----------------------|---------------------|-----------------------------|---------------------------------|
| | £ | £ | £ | £ |
| INCOMING RESOURCES | | | | |
| - Voluntary income | 149,236 | 369,473 | 518,709 | 265,941 |
| - Activities for generating funds | 498,591 | 23,725 | 522,316 | 367,723 |
| - Investment income | 6,378 | - | 6,378 | 733 |
| Incoming resources from charitable activities | 1,202,532 | - | 1,202,532 | 696,885 |
| TOTAL INCOMING RESOURCES | 1,856,737 | 393,198 | 2,249,935 | 1,331,282 |
| RESOURCES EXPENDED | | | | |
| Costs of generating funds: | | | | |
| - Costs of generating voluntary income | - | - | - | 1,816 |
| - Fundraising and trading | 234,596 | 29,367 | 263,963 | 120,218 |
| Charitable activities | 1,436,230 | 7,346 | 1,443,576 | 879,895 |
| Governance costs | 17,936 | 5,257 | 23,193 | 19,351 |
| TOTAL RESOURCES EXPENDED | 1,688,762 | 41,970 | 1,730,732 | 1,021,280 |
| NET MOVEMENT OF FUNDS IN YEAR | 167,975 | 351,228 | 519,203 | 310,002 |
| Funds brought forward | 92,695 | 1,412,869 | 1,505,564 | 1,195,562 |
| Funds carried forward at 31 March 2007 | 260,670 | 1,764,097 | 2,024,767 | 1,505,564 |

Financial Summary (continued)

CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2007

| | 31 March 2007 | | 31 March 2006 | |
|--|----------------|------------------|----------------|------------------|
| | £ | £ | £ | £ |
| FIXED ASSETS | | | | |
| Tangible assets | | 2,199,208 | | 1,849,472 |
| CURRENT ASSETS | | | | |
| Stocks | 19,752 | | 20,712 | |
| Debtors | 160,251 | | 54,349 | |
| Cash at bank and in hand | 511,188 | | 346,369 | |
| | <u>691,191</u> | | <u>421,430</u> | |
| CREDITORS: Amounts falling due within one year | | <u>670,632</u> | | <u>551,338</u> |
| NET CURRENT ASSETS / (LIABILITIES) | | <u>20,559</u> | | <u>(129,908)</u> |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | <u>2,219,767</u> | | <u>1,719,564</u> |
| CREDITORS: Amounts falling due after more than one year | | <u>195,000</u> | | <u>214,000</u> |
| NET ASSETS | | <u>2,024,767</u> | | <u>1,505,564</u> |
| FUNDS | | | | |
| Restricted funds | 1,764,097 | | 1,412,869 | |
| Unrestricted funds | 260,670 | | 92,695 | |
| TOTAL CHARITY FUNDS | | <u>2,024,767</u> | | <u>1,505,564</u> |

The summarised accounts above are a summary of information extracted from the annual accounts and contain information relating to both the Statement of Financial Activities and the Balance Sheet.

These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. For further information the full accounts, which received an unqualified audit opinion, should be consulted. Copies can be obtained from The Stables Finance Department, The Laine Dankworth Centre, Stockwell Lane, Wavendon, Milton Keynes, MK17 8LU or from Companies House, Cardiff.

The annual accounts were approved by the Trustees on 17th October 2007 and have been submitted to the Charity Commission and Companies House.

Independent auditors' opinion

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the charity and group's affairs as at 31 March 2007 and of its incoming resources and application of resources, including income and expenditure, for the year then ended and have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the Trustees Annual Report is consistent with the consolidated financial statements.

MACINTYRE HUDSON LLP
Chartered Accountants
17 October 2007

Structure, Governance, Management, Legal and Administrative details

Wavendon Allmusic Plan Limited (“WAP” and “the Charity”) is a company limited by guarantee (company registration number 979681) and has no share capital. It was incorporated on 14 May 1970 and is governed by its Memorandum and Articles of Association. It is registered with the Charity Commission as a charity (registration number 261645).

The income and capital of the Charity must be applied solely for the furtherance of its primary charitable object as set out in its Memorandum of Association.

A board of Trustees is responsible for the policies, strategic planning and organisation of the Charity. No person who is not a member of the Charity is eligible to hold office as a Trustee. The directors of the Charity are its Trustees for the purpose of Charity Law

There are two wholly-owned subsidiaries of the Charity, Stables Theatre Limited (“Theatre”) and Stables Trading Limited (“Trading”)

Broadly the Theatre board deals with the all the operational matters and carries out the charitable activities of running concerts and providing education projects on behalf of WAP. The Trading board deals with the operation of the bar, catering, merchandise, venue hire, corporate activities, fundraising, and business development.

Board of Trustees

The Trustees of the Charity as at 31 March 2007 were:

| | |
|--------------------|------------------------|
| Sir John Dankworth | (Joint Life President) |
| Dame Cleo Laine | (Joint Life President) |
| S P Clarke | (Chairman) |
| R T Argent | |
| P J Critchlow | |
| R G French | |
| C A Hawkins | |
| J I Rushton | |
| M H Shelton | |
| I G Smith | |
| I N Tully | |

Board of Stables Theatre Limited

The Board as at 31 March 2007 comprised:

| | |
|--------------------|------------|
| I G Smith | (Chairman) |
| Sir John Dankworth | |
| M R Ferguson | |
| E M Halmos | |
| R T Argent | |
| J A Ryley | |
| G A Inskip | |
| M P Gupta | |

Board of Stables Trading Limited

The Board as at 31 March 2007 comprised:

| | |
|---------------|------------|
| P J Critchlow | (Chairman) |
| S P Clarke | |
| M R Ferguson | |
| R G French | |
| I G Arthur | |
| K E Roberts | |

WAP Registered and Principal Office: Moorgate House, 201 Silbury Boulevard, Milton Keynes, MK9 1LZ

Secretary: W C Blyth

Chief Executive Officer: M R Ferguson

Auditors: Macintyre Hudson LLP, Milton Keynes

Solicitors: Denton Wilde Sapte, Milton Keynes