
WILTSHIRE RURAL MUSIC

Participate, Appreciate and Celebrate

BUSINESS PLAN 2021 - 2024



WELCOME FROM THE CHAIRMAN



As chairman of Wiltshire Rural Music I am delighted to present our three year business plan for the period September 2020-23. With over 80 years of experience WRM has deep roots within the musical landscape of Wiltshire, in particular Trowbridge and its neighbouring villages.

This plan provides a picture of the company's activities and what we hope to achieve in the next three years. It addresses the core priorities of the Board, our vision and mission, our staff, users and partners. It details the success of our grass roots project 'Music on Your Doorstep' taking music-making out to rural communities.

When I became Chairman I wanted to push out beyond our immediate location, building on the success of 'Music on Your Doorstep' and I was delighted that we have been able to achieve that through our new projects "Music on the Move", "Keep Music in Mind" and our response to Covid-19 "Dial M for Music" to reach out to rural communities, creating more opportunities for the participation in music, continuing support to existing musical activities and most importantly, enriching the lives of those living in Wiltshire, especially the most vulnerable.

It is my intention to continue these ventures and expand on them to ensure we reach all the Wiltshire rural communities that our name implies. I will continue to help, support and challenge Wiltshire Rural Music to keep music making alive in the communities of Wiltshire and to provide a strong creative hub from which these opportunities can thrive.

I would like to thank the Board, our dedicated staff, volunteers and participants for all their continued support, and all those supporters who attend our concerts and "Tune at Noon" events, as well as those musicians who give their time and talents to support our fund-raising.

If you have any questions about this business plan you can contact our Creative Director, Gavin Osborn, on 01225 753175 or email creativedirector@wiltshireruralmusic.co.uk

EXECUTIVE SUMMARY

WILTSHIRE RURAL MUSIC IS A CHARITABLE COMPANY LIMITED BY GUARANTEE WITH A VOLUNTARY BOARD OF DIRECTORS, COMMITTED TO SUPPORTING THE COMMUNITY THROUGH MUSIC.

Participate, Appreciate and Celebrate music-making is at the heart of the organisation's delivery, providing inclusive opportunities for people of all ages and abilities to engage with music across the county. Operating from our Creative Hub in Trowbridge, the organisation will provide a variety of rural outreach activities and hub-centred activities over the next three years.

Proud of its heritage, WRM continues to stick to its founding principles; following a dynamic, inclusive 21st Century approach to engage with rural communities and isolated towns and villages across Wiltshire. The organisation will champion community music of the highest standard, bringing the opportunity to participate and appreciate music to people who may not be able to access it easily, and work alongside groups from across the county to promote amateur music-making in targeted locations.

Working with volunteer ambassadors within rural areas, our 'Keep Music In Mind' project – in association with Alzheimers Support - takes live music directly into care homes and dementia clubs, providing a much-needed Health and Wellbeing boost to those for whom music can be such a comfort. In conjunction with this, our 'Dial M For Music' project is a personalised musical phone-call service, with experienced musicians making personal, one-to-one connections to any individuals who



may feel especially lonely and isolated. Following on from the success of recent projects Music On Your Doorstep and Music On The Move (which combined live music with Wiltshire's Mobile Library service, going into many villages each day), WRM will be launching our 'Rural Recitals' project. This will be a full day in a specific, targeted village or town, where we bring live performances from Wiltshire musicians - and the chance to get involved music-making – to village halls, churches, post offices, parks and shops within that community. Music On The Move will also continue, furthering our bond with the mobile libraries. Further to this, our 'Song for Wiltshire' project will go into schools and encourage young people to create their own piece of music based on their own area, bringing Wiltshire together in songs and creativity.

As an organisation, it is key to develop relationships with other arts organisations across the county, so that our work fits respectfully into the cultural 'jigsaw'.

WRM harbours capital development ambitions with regards to our Creative Hub. The building will undergo pressing modernisation over the next three years, especially in regard to our disability accessibility.

WRM will continue to enrich the lives of the people of Wiltshire and keep individuals and groups at its heart. We thank those who continue to help the organisation by supporting its vision for the future.



MISSION AND VISION

OUR VISION

For everyone in Wiltshire to be able to have the opportunity to discover, explore and engage with music-making.

OUR MISSION

Wiltshire Rural Music will encourage people to participate, appreciate and celebrate music-making by providing high-quality resources and opportunities for all ages and abilities.

Strategic Objectives

- Through our rural outreach programmes, Keep Music In Mind, Music On The Move and Rural Recitals, we will enable rural communities to access participatory music-making opportunities on their doorstep.
- We will support and encourage people of all ages to progress their musical learning through our Bursaries and Awards programmes.
- From our building, we will provide an inspiring space for our local community in Trowbridge, where music can be made, appreciated and celebrated.
- To improve and maintain our instrument loan scheme, ensuring a high quality service.

Values

- Music is for everyone and there should be no barriers to participation.
- Working in collaboration with individuals





and communities to provide bespoke opportunities to meet their needs, interests and ambitions.

- We wish to support, encourage and nurture all forms of music-making.
- Music is for the mind, the soul and the body. We support any and all efforts to use music to aid with health and wellbeing, both mental and physical, regardless of age, race, gender or ability.
- The chance to make music should be inclusive and diverse, open and accessible to all.

Aims

- To provide access to music-making for all.
- To support lifelong musical learning.
- To bring music to isolated individuals and groups within rural villages and towns.
- To enhance musical provision and activity in Wiltshire.
- To enrich the lives of Wiltshire residents.

Monitoring and Evaluation

The organisations strategic objectives, plans and overall progress are monitored through:

- Management team meetings
- Monthly financial reporting and monitoring.
- Board of Directors' meetings (six times a year)
- Task groups.
- Annual AGM.

INTRODUCTION TO THE ORGANISATION

History

Wiltshire Rural Music (WRM) is a registered charity limited by guarantee. It was established in 1933 (originally as Wiltshire Rural Music School) to further the revival of music in “English Country Life”.

Its foundation enabled music teachers to reach rural villages, in order to help and advise at a local level. Of the thirteen such schools established, WRM is one of the few still remaining in near original form. Initially, activities were mainly of a choral nature, with concerts being held annually on Founder’s Day and Children’s Day, supported by instrumental teachers and students. Later, village groups would combine to perform under the baton of a distinguished conductor, of whom Sir Adrian Boult was one. Other early supporters included Henry Walford Davies, Thomas Armstrong, David Wilcocks and Ernest Read. The first Summer School was held at Bratton Hall in 1944.



Following the 2nd World War, whilst retaining its independent role in the community, WRMS (as it was then) assumed the task of providing instrumental tuition on behalf of the Local Education Authority. However, in 1979 the County took full responsibility for Music within the school curriculum, though its West Wilts Music service continued to use our premises. In 1998 however, the Wiltshire Music Centre opened in Bradford-on-Avon, and the county music staff relocated there. This ended our official link with the county, but permitted more time and space to be devoted to the needs of the wider community. In 1953, Jean Horsfall was appointed Music Director of WRMS, and the current success of the organisation is in great part the result of her inspirational leadership, having also founded the much-acclaimed County Youth Orchestra in 1964. Jean formally retired from

her post in 2000, but continued to be active in support and facilitating our efforts for a considerable time thereafter.

For some years, a campaign to raise money for a new building gathered some traction. However over that time, WRMS saw a change in the groups using the premises; from children, schools and teachers to community groups and adults. Therefore, in 2016, the Board decided to abolish the idea of a new building and remain at our Gloucester Road hub. The vision to facilitate the delivery of high quality musical opportunities to rural locations – returning to our original purpose as a charity – means we are currently in a period of growth. This decision to provide reach beyond our hub inspired the name change in 2018, dropping the ‘School’ and becoming simply Wiltshire Rural Music. Doing so has focused the charity on honouring its legacy, as projects such as Music on the Move and Keep Music In Mind put music back at the beating heart of English country life.

Snapshot of Current Operation

As a grassroots organisation with a rich heritage in community music activity, we value the importance of creating opportunities for people to participate, appreciate and celebrate music-making in Wiltshire.

113 Gloucester Road in Trowbridge is a vibrant and busy venue, where ensembles rehearse, individuals teach and practice and young people learn. As well as our WRM ensembles (Saturday Orchestra, Ebonite Clarinet Choir, Mini Musicians, String-Along, Chamber Winds and Baroque Strings), the venue is also home to our monthly Tune At Noon events, at which local musicians perform an hour-long concert to WRM members and the general public. Our hub is also often hired by external groups, such as choirs, baby/toddler music groups and individuals, for private teaching and practice. We would like to see this 50-seater space (complete with baby grand piano) used even more, and aim to provide a more diverse and inclusive





programme that appeals to the entire community, with improved facilities for our users. We hope this will create an inspiring and welcoming environment in which to create, perform and appreciate music.



Whilst Trowbridge offers a valuable centre for regular musical activity, a new way forward to deliver a county wide provision has been our focus since Music on Your Doorstep launched in March 2017, with a pilot Making Music day in the Jubilee Hall, Bratton. It was attended by almost 100 local people who took part in three exciting workshops: Gospel singing, Creative Music and West African Drumming. Through providing the opportunity to ‘try an instrument’ as part of the day’s activities, our oboe was hired by a budding young musician - a positive result! The whole day was a huge success with very encouraging feedback.



Our 2020 project Keep Music In Mind has been piloted around various care and residential homes in Wiltshire, including dementia clubs such as Mill Street Club in Trowbridge. In conjunction with Alzheimers Support, this proved very successful in areas such as Westbury, Tisbury and Bradford-on-Avon. Long-term aims are to celebrate the benefits of live music to people living with dementia. Our ultimate aim is to target specifically those homes that currently

don’t receive much funding for activities, in areas traditionally excluded and isolated. We know everyone can benefit from taking part in singing workshops, interactive music technology, live performances and music/movement sessions, but not every area can afford to generate such things. Primarily, this is a health and wellbeing project, focused on rural isolation, which should appeal to Area Boards, arts organisations and local

benefactors who champion the older generation within their communities. Running concurrently alongside this, our Dial M For Music initiative will continue into the future, providing communication and one-on-one musical phone calls to isolated individuals for whom live music is a major comfort and support.

Music on the Move is an intergenerational outreach project set up to encourage rural communities to experience and participate in live music, in the heart of their village. Alongside Wiltshire Mobile Libraries, the project helps isolated people of all ages rediscover music and reconnect them to their local library. Whether in primary schools, residential homes or in the street, villages come together to celebrate music and books together. Key to the project is using local musicians, as well as giving audiences a chance to explore and engage with the instruments themselves, via music and community workshops tailored to their location. Over the next three years, we intend to keep offering these opportunities to as much of the county as possible.

We are rightly proud of the work we do to give financial support to young musicians across the county and will endeavour to raise the profile of our Young Person's Bursary Scheme and the Liz Lawrence Award through a more focused marketing plan.



Our instrument loan scheme benefits individuals at very competitive prices. Providing a considerable resource for instrumentalists, we know our scheme works for people who may want to try before buying, who may be young and growing, therefore regularly need to change the size of their instrument. Returning musicians also hire our instruments to get back to playing again, as do specialist instrumentalists who may need to borrow a rarer instrument. As of July 2020, 57 instruments are out on, to 53 families.

Stakeholders

- Participants/beneficiaries
 - Other Organisations and groups that use our building
- Board of Trustees
- Staff
- Volunteers/ members
- Tenant
- Freelance music facilitators
- Cultural partners - countywide and regional e.g. Pound Arts (Corsham), Trowbridge Town Hall
- Educational partners e.g. Bath Spa University; local schools
- County, town and parish councils
- Local business partners
- Current funders: Wiltshire Area Boards; the Teeds (Liz Lawrence funding)
- Potential new funders
- Local groups and societies e.g. Rotarians; Lions Clubs International

ARTISTIC PLAN

Summary

As an organisation, our key objective is to ensure that the people of Wiltshire have access to high quality ‘music-making’ opportunities, attend musical events and celebrate their own creativity.

Keep Music In Mind will become our ‘flagship’ project through which we will offer opportunities to:

- Encounter new approaches to music-making
- Bolster and encourage regular community music-making
- Celebrate and provide a platform for amateur music-making

In addition to our rural outreach programmes, we will continue to develop our already successful work in encouraging new musical talent through our Bursary and Awards programmes. This is absolutely one of the key things we do at WRM and we are very proud that these schemes exist. We also aim to raise the profile of our Liz Lawrence Award and reach more musicians through our Young Person’s Bursaries.

We plan to create an Adult Bursary Programme to reinforce our values of lifelong learning and to greater reduce financial barriers.

There will also be a focus on raising awareness of our ‘Creative Hub’ centred activities such as our:

- Ensembles
- Workshops
- Instrument Loan Scheme
- Facilities

We are committed to increasing our collaborative work with other organisations such as The Pound Arts Centre, Mill Street Club and Trowbridge Town Hall. We will continue to develop relationships with other arts organisations such the Wiltshire Music Centre, Trowbridge Arts, Salisbury Playhouse and The Cause in Chippenham.

Our artistic plan is supported, discussed and evaluated by our Creative Director Gavin Osborn and overseen by our Board of Directors led by chairman, Alan MacRae.

We believe that music making should be inclusive and open to everyone of all ages and abilities. Therefore we will offer events and activities that will reflect the modern diversity of our society. For example, more focus on music technology through iPads and digital media, as well as opportunities to connect in the virtual space, through programmes such as Zoom and Skype.



A photograph of a violin leaning against a stack of books on a cobblestone path. The violin is positioned vertically, with its scroll at the top and its body resting on the ground. The stack of books is to the left of the violin, with various colored spines visible. The background is a blurred outdoor setting with trees and a path.

AIMS

- To enhance the access to musical activities for small towns and villages across Wiltshire
- To support targeted communities such as Box, Colerne, Yatton Keynell, Westbury and Chippenham (through Keep Music In Mind, Rural Recitals, Dial M For Music, A Song For Wiltshire and Music On The Move).
- To work in partnership with other arts organisations
- Raising awareness and increasing participation

OUTREACH

Keep Music In Mind, Rural Recitals and Music on the Move will be our flagship projects for the forthcoming years and will take the form of a two-stranded approach.

- Villages (Rural Communities) – Tisbury, Box, Yatton Keynell, Longbridge Deverill
- Towns (Targeted Communities) – Trowbridge, Chippenham, Melksham, Corsham, Warminster

Phase I

Through our 'Villages' strand, we will target communities that currently have limited or no musical activity, such as Tisbury, Box, Longbridge Deverill, Colerne and Yatton Keynell. Working with our community partners (such as local schools, venues, village halls etc), we will aim to provide a bespoke pathway for a community to meet their musical desires and needs.

Aims and Outcomes of the projects

- Bring high-quality music performances and interactive activities right to the doorstep of our village communities.
- Whether it is care and residential homes, primary/secondary schools, village halls or dementia clubs, we aim to boost people's mental health and wellbeing with high-quality live music performances
- Inspire people of all ages to get involved in music-making by providing the opportunity to "have a go."
- Change people's perception that they "aren't musical" by offering a wide range of activities which demonstrate everyone can enjoy music, regardless of their level of skill or knowledge.
- Encourage each community to 'play' together, helping to build strong, lasting relationships.
- Whether in a care home, outside on the street or in a village hall, create a musically-alive environment in these rural villages, which will have a positive impact on the personal, social and musical development of all participants.
- Promote and develop the variety of 'Hub-centred' activities WRM offers.

Stage 1 – The Making and Performing Music event – This is the key part of the projects, wherein musicians will perform to rural communities from schools to care homes. Each venue will be contacted prior to the event, as we focus on what that particular community most enjoys and would benefit from. Armed with this information, WRM will create an event that not only provides free live-music to isolated areas, but also offers the chance to take part and play themselves, with a selection of community music-making workshops.

Stage 2 – The Legacy: Regular Activities - What happens after the project finishes and how will WRM continue to support local communities? Having made contact with people within their village, we aim to help set up a similar group or event there, to support them in their music-making in the future.

- WRM's Creative Director will sustain and develop relationships with our community partners, inspiring everyone to continue their musical activity in a variety of areas.
- Signpost people to relevant local information to support their music-making.
- Hand-holding to encourage communities to seek funding themselves
- Financial support for some activities e.g. funding music bursaries

Phase 2: The Town strand

As well as making sure we reach out into traditionally isolated and rural communities, WRM has to maintain a presence on the High Street. Making sure local communities know who we are as a charity is vital. Therefore, we will be road-testing many of these projects in towns such as Trowbridge, Melksham, Chippenham and Bradford-on-Avon. Using feedback forms and evaluation on the day, this gives us a chance to see (for example) which instruments we bring to get people involved in playing, as well as which musicians and particular pieces have the most positive personal and social impact. Working alongside a specific targeted group of beneficiaries, Keep Music In Mind will benefit from this strand especially, as we endeavour to bring live music not just to rural areas but also to dementia members clubs, schools and residential homes.

Our Rural Recitals project is a more targeted version of Music on the Move, in which we bring live music and music-making opportunities to one specific community, for a whole day. Musicians may perform in the market square, then move on to a care home and finish the day at a school, for example. In this way, Rural Recitals is a portable project that applies to both village and town strands.

CREATIVE HUB-CENTRED ACTIVITIES

Bursaries and Awards

Young Person's Bursary Scheme

As one of our flagship programmes, WRM continues to offer financial assistance to families towards costs for music tuition, equipment, and related expenses for young people learning music in Wiltshire. Over the course of 2019-20 (during a partnership with Wiltshire Music Connect), we supported 40 students over the financial year, at a cost of £8,500. Our budget for 2020-21 is £7,000, funded entirely from our WRM reserves. We are rightly extremely proud of our work in this area. Our aim for the future is to increase numbers of applicants, as a result of our outreach work and more targeted marketing.

Adult Bursary Scheme

We plan to set up a new bursary scheme for adults in hardship to encourage lifelong learning, continue playing and to access ensembles.

With potential funding we would be able to foster talented young musicians aged 19 -25 to access music through this crucial time in their lives, post formal education.

Liz Lawrence Award

Currently the award attracts around 4-5 applicants per year. Over the next three years we hope to grow this number to at least 10-15 applicants each year; through profiling the award, attracting corporate sponsors and marketing on a regional level. We will build strong relationships with schools and promote to organisations such as National Youth Orchestra, National Children's Orchestra, South West Music School and specialist music schools/colleges. We will amend the timetable of our marketing plan to coincide with University and Conservatoire applications in October/November.

Ensembles

At our 'Creative Hub' Wiltshire Rural Music offers an opportunity for local people to make music through our regular ensembles. We aim to grow the awareness of these opportunities and also encourage new ideas to be explored.

We encourage all our groups – and future ensembles - to make links with our rural music-making groups and come together to perform in all our rural outreach projects.

Learning and Participation

Mini Musicians

Mini Musicians provides opportunities for pre-schoolers to encounter music, explore sound and develop a love of music. Currently a weekly event, we plan to grow our rural provision of this opportunity for communities and formal pre-school settings, as well as reach out to underprivileged families in the county's towns. In 2020, Mini Musicians ran not just from our Creative Hub, but also from other local nurseries. We intend to build on this and get more young people into music from an early age.

Workshops

We will maintain a programme of three innovative and specialist workshops per year, which will take place at our Creative Hub in Trowbridge. Baroque Strings has been very successful with instrumentalists as a specialist subject area. We now want to provide new opportunities for people to try, offering different genres and learning new skills e.g. beat-boxing, Garageband and music tech.



Instrument Loan and Room Hire

We aim to maintain an excellent instrument loan scheme, to provide people of all ages the opportunity to access a musical instrument without incurring large costs. By improving, maintaining and expanding on the scheme we will provide a quality service. New instruments will be purchased and by increasing marketing, targeting music teachers and raising awareness, we hope to have a self-sustaining instrument loan scheme.

We know that Wiltshire Music Connect provide an excellent scheme for young people who receive tuition from Associate Providers in schools. We will look to target adults and young people who cannot access this scheme e.g. if they receive lessons outside of school or not with an Associate Teacher.

During 2019-20, the revenue from hirers on the Instrument Loan Scheme was £6,395. We spent £1630 on new strings, bows and cases to upgrade the stringed instruments that are now in a much-improved condition. The woodwind and brass instruments now need the same treatment.

Regarding our room hire, we plan to provide professional, well-maintained spaces for workshops, rehearsals and exams. Our main space (the Horsfall Room) was modernised during the early part of 2017, after which we updated our teaching spaces and storage facilities, creating a bright and spacious office space for our staff. Our room hire rates will remain competitive and in line with other equivalent local spaces.



MARKETING PLAN

Aims

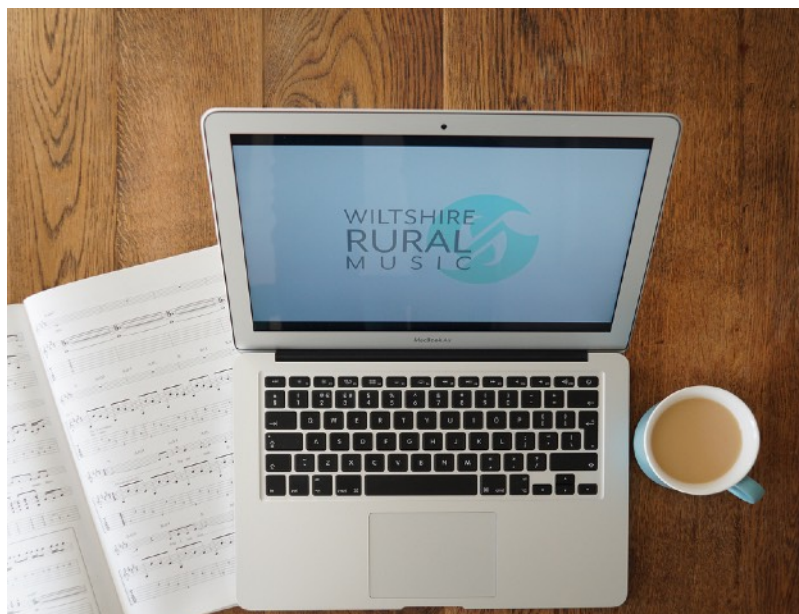
- To increase audience and participant numbers at our musical events and activities.
- To reach out to younger audiences to attract them to our opportunities.
- To engage an active volunteer and membership database to support our events.
- Raise awareness of the organisation county wide.
- Increase our followers on social media, building a younger and more active audience.

Summary

Over the past twelve months, Wiltshire Rural Music has seen a transformation of its digital and print marketing output with our Press and Marketing Officer redesigning and creating our new website and the new look of all our print and online media. In this constantly evolving arts climate it is important that our marketing is up-to-date, relevant to our audience and in line with our organisation's branding. This helps us maintain a strong, relevant presence in the county and attract new audiences.

As a small organisation with potentially a large audience, our marketing needs to cover a large area. Wiltshire is a huge county and sits nestled between six neighbouring counties. Distribution of print marketing is a challenge and we will need to be creative in our use of digital and online marketing going forward to maintain and build our audiences.

There has been a greater emphasis placed upon collaboration with other organisations, musicians and project partners, which allows us to increase our audience reach, through shared online media, and a more targeted print media delivery utilising local contacts within the specific community.



Raising Awareness

Wiltshire Rural Music has a range of active beneficiaries but has been very Trowbridge-centred over the past years.

In the past 12 months we have focused on making our charity better known amongst the wider community, through projects such as Music on the Move. As this project moves forward we will focus our efforts in maintaining and building our relationships within the local and village communities, with active members of the various village and parish communities advertising on our behalf - through targeted flyer and poster distribution, inclusion of press releases and event listings in their parish magazine, website or social media.

We have found these collaborations with local expertise and project partners particularly beneficial; not only does it allow us to reach a wider audience, but it also keeps our advertising costs down when shared.

Traditionally Wiltshire Rural Music has advertised its events and groups through paid magazine and newspaper advertising. This hasn't generated anywhere near the level of awareness that we would hope through such expenditure. By employing a PR officer with a strong journalism background and contacts within the local media, we have generated a lot of publicity and awareness for the charity through press releases. Together with running strongly community oriented projects, such as Keep Music in Mind and Music on the Move, these press releases have generated several articles and interviews in the local and regional press, BBC radio and social media.



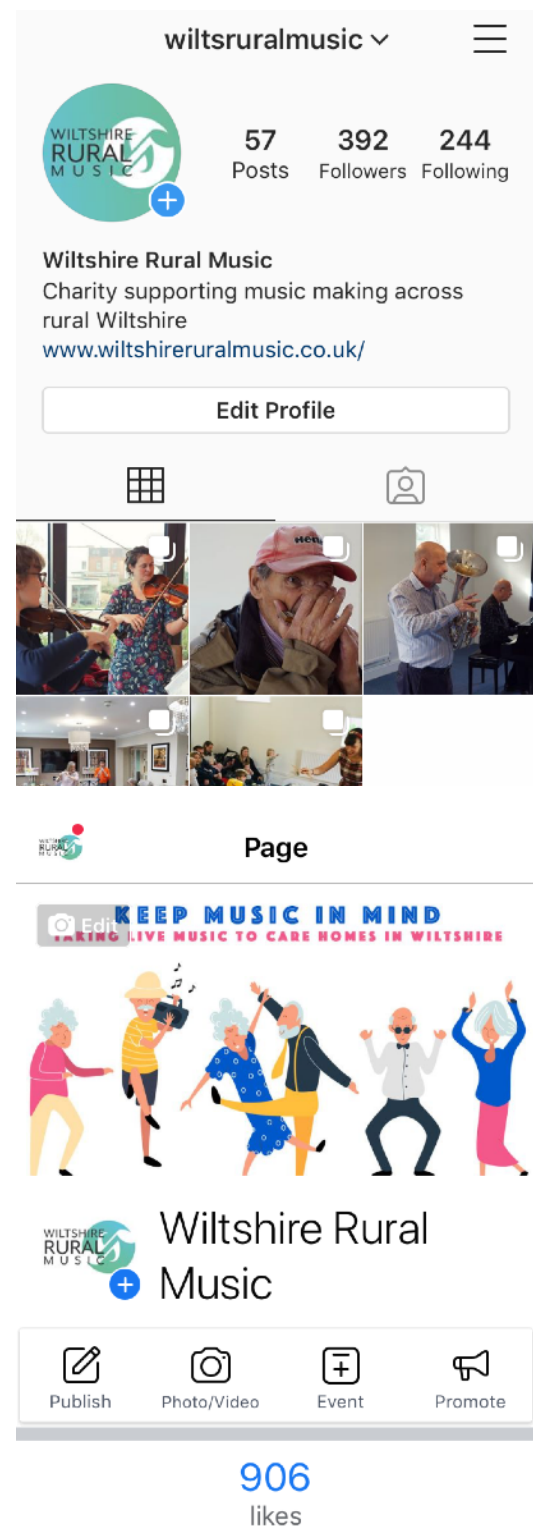
Through our projects and hub-activities, we aim to 'friend' raise, building a database of people who are interested in our work and who will advocate on our behalf. This, alongside our Ambassadors, will give us manpower to help 'spread the word' of our musical opportunities. As a small organisation this will be a priceless asset.

Communications and PR

The strategic aim of WRM's public communications work is that it reaches a wide external audience via a range of channels using an identifiable style and recognised branding.

WRM's main printed communication is through a leaflet, which we aim to redesign to bring inline with our other print marketing. This contains a brief summary of all the organisations outreach and hub centred activities including the bursaries and instrument loan scheme. Alongside this, posters and flyers are printed for individual events and distributed to all public places and if appropriate, door-to-door in targeted communities. A door-to-door approach was taken for a local group called Bratton Sings, which maximised the reach for that particular community. We know that established amateur music-making events are generally well attended, so by targeting these audiences who already show an interest in music and the arts, we should market more effectively.

Furthermore, a termly Newsletter is produced which is distributed by email and print to our members keeping them up to date with news, events and opportunities. Media coverage is key in shaping the reputation of WRM in the eyes of the public and it is important that we enhance our reputation through positive and clearly thought-out press releases. The Wiltshire Times featured our



Keep Music In Mind project, as did radio stations BBC Wiltshire and BBC Bristol, who also covered our Dial M For Music initiative during the Covid-19 lockdown. We also feel that the community wellbeing

nature of our forthcoming projects offers an ideal 'positive news item' to be featured on local TV news stations. We maintain excellent relationships with all local publications such as The Wiltshire Times, Gazette and Herald, Wiltshire Life and Bath and Wiltshire Parent.

WRM has established active advertising campaigns, promoting our work where possible in such publications as The Wiltshire Times, The Gazette and Herald, Bath and Wiltshire Parent and West Wilts Magazine. We have seen a small increase in participants and audiences at our events

and in future - through feedback surveys - we can capture and analyse how they found out about the event. Our aim over the next three years is to increase the spread of advertising countywide and continue to monitor our return on investment.

We aim to maintain a clear and accessible message in all of our marketing, using simple language to advertise events and opportunities, as well as promoting our bursaries, instrument loan, information and support.

Digital and Online Marketing

WRM is very active in communicating with its beneficiaries through online channels which include email, the website and social media.

We value all feedback and support of our communities and through regular contact can build a strong network of supporters. We have doubled our followers on social media in the past 12 months and intend to continue to grow these numbers at a similar rate. We currently have 900 'Likes' on Facebook, 635 'Followers' on Twitter and 392 'Followers' on Instagram. We also have our own YouTube channel, which allows us to host our professionally produced videos and embed them within our website, or share on social media. It does help that our Press Officer is an award-winning and experienced film maker and photographer! The redevelopment of the WRM website has seen an incremental month-on-month growth in users online since its launch in May 2020, and has data Analytics to capture web traffic data. The feedback on the new site has been extremely positive, as the site is much easier to navigate, allowing visitors to find the information they are looking for. The clean, and beautiful design through the incorporation of professional photography and videos presents the organisation in a positive light. We have focused on images and videos of people participating in our activities, indicating we are a people focused organisation.

Events can be booked electronically using our user-friendly 'Ticket Source' box office through our events page, which saves time and allows us to monitor sales effectively.

SWOT ANALYSIS

Strengths

- Rich Heritage
- Own our own building
- Financially stable
- Full reserves held in line with our Reserves policy
- Dedicated staff and Board of Trustees
- Pool of committed volunteers

Weaknesses

- Limited human resources in staff time
- Need a broader spread of skills on the board
- Marketing to a large geographically-spread audience
- Still relatively unknown in the arts sector across the South-West and nationally

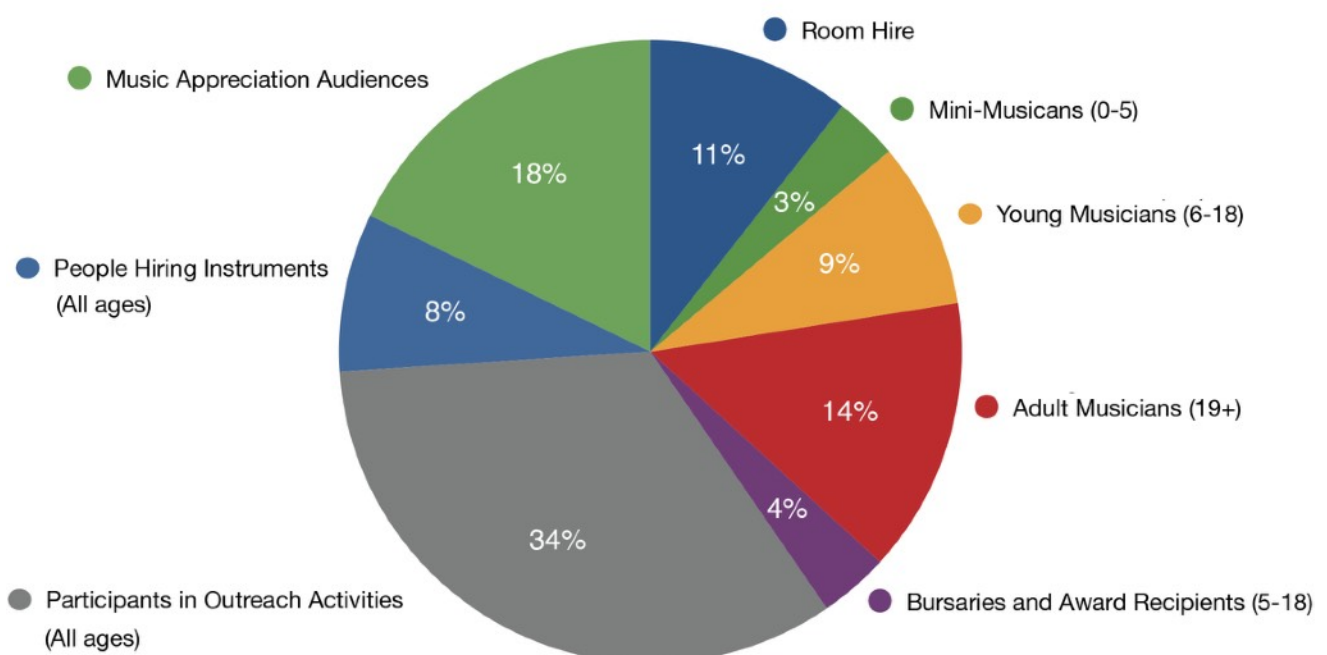
Opportunities

- To support rural communities by providing high quality accessible musical activities
- To grow our bursaries uptake by reaching out to schools across Wiltshire
- To work with third sector organisations and local authorities to meet identified needs
- Hold available funds which can be used as leverage to attract other funds

Threats

- Bigger organisations delivering similar work
- Need to focus activities – do not spread ourselves too thinly.
- Dedicated specialists working in areas we wish to work in.

Current Annual Audience Demographic



FINANCE

Key Budget Assumptions

Below are a few areas where we have made assumptions on the budget for the next three years WRM will:

- Continue to receive rent from tenant upstairs and from room hire.
- Expect the instrument hire scheme to continue to make a profit.
- Use available funds to fill the deficit.
- Attract funds through our flagship project Keep Music In Mind

Risk Assessment

Wiltshire Rural Music's operation is inherently risky. We invest large sums in a programme of workshops and events, both Trowbridge-based and Wiltshire wide. We acknowledge that 'music-making' isn't a priority for all and that alongside challenges with reaching audiences, numbers of participants attending our activities/events is a concern.

Whilst our Reserves bring security, this three-year plan will see the remaining released funds from the closed "New Building Fund" depleted. It is important we use the available money to maximise the benefit to communities and individuals across the county. We believe our Plan will do this, engaging with new audiences, widening opportunities and contributing to the cultural landscape of Wiltshire. Regular monitoring of budgets will keep us on track and work by the Board to plan for the mid-to-long term, in close discussion with the staff, will ensure work will continue smoothly.

FUNDRAISING

Historically WRM has invested limited resources into fundraising from external sources. Over the last few years, we have received donations from a range of community organisations, charitable trusts, Area Health Boards, and individuals. Fundraising has been undertaken on an ad hoc basis. In 2017 the WRM Board employed the services of a freelance Development Manager to identify funding opportunities and increase income. Much of her work focused around the campaign Music on Your Doorstep. Grants were secured from a range of funders including the D'Oyly Carte and Medlock Charitable Trusts, the ASDA Foundation and Bradford on Avon and Malmesbury Area Health Boards. This role was only in place for a year.

WRM has established strong links with a range of local groups and educational establishments including Melksham Rotary Club and Bath Spa University. Work will be done to engage more groups to run fundraising events or give donations to support activities taking place at the Hub, and our various community focused initiatives including Rural Recitals, Keep Music in Mind and Music on the Move.

In July 2020, a decision was made to employ additional fundraising resource to build on the work from the previous Development Manager and identify new funding opportunities for the charity. A consultant was employed to research and submit funding bids to charitable trusts and other appropriate grant givers, build stronger community links in the target towns and villages listed in our three year business plan; and put in place a stewardship programme for new and current donors.



FUNDRAISING STRATEGY

Strategy for Year 1: 2020-21

- Fundraise for the charity's key projects including Keep Music in Mind, Music on Your Doorstep, Music on the Move and Rural Recitals through selected trusts, foundations, and local community grants in targeted locations across Wiltshire.
- Raise the charity's profile within the parish and town councils linked to the geographic areas WRM targets its artistic activities.
- Research and approach service-based organisations like the Lions, Rotary Clubs, Soroptimist International and Women's Institute in targeted locations across Wiltshire to support WRM projects.
- Ongoing research for potential local businesses to support the Young Persons Bursary Scheme and new Adult Bursary Scheme.
- Create a planned supporter led stewardship programme to ensure that all WRMS donors / supporters / ambassadors feel enthused and appreciated. Look to build financial commitment through a regular giving programme.
- Support the WRM team with the design and launch of new fundraising leaflet

which reflects the diverse scope of our work and encouraging donations to the charity.

- Plan and deliver two rural recital events (one town and one village based) which enables the WRM to secure new income and build relationships with key stake holders serving the local community.

Strategy for Year 2: 2021-22

- Fulfil reporting requirements for Year 1 funders and develop on-going relationships with them.
- Identify funders and submit applications for Year 2's artistic programme / activity.
- Explore opportunities to submit funding applications to the National Lottery (Awards for All Programme) and / or the Arts Council.
- Deliver two more Rural Recital events, venues to be confirmed.

Strategy for Year 3: 2022-23

- Fulfil reporting requirements for Year 2 funders and develop on-going relationships with them.
- Maintain relationships with all past funders and consider re-applying where appropriate.

Summary

Over the next three years, through a combination of approaches as detailed below, we aim to increase WRM's funds and hit the targets set by the WRM Board.

Trusts and Foundations

Approaches will be made to charitable trusts and foundations interested in the range of projects run by WRM. We will look at issues like social isolation, community engagement, rural development and trusts interested in Young People, Elderly, Black and Ethnic Minority communities, health and social welfare interests.

The Covid-19 pandemic of 2020 had a devastating impact on the fundraising landscape. Many charities began approaching trusts and foundations to replace other income streams like community and events that were cancelled or postponed. A significant number of trusts switched their funding priorities to emergency grants to support communities impacted by Covid-19, at a time when their own income has been reduced by the economic impact of the pandemic. WRM aims to prioritise smaller localised grant givers and focus on projects tackling issues such as social isolation, wellbeing and building community cohesion. We also need a clear Reserve Policy to provide an explanation to potential funders about unrestricted reserve currently held.

National Lottery Funders

There are two National Lottery funders that have funding programmes relevant to the work of WRM - Arts Council England (ACE) and the Big Lottery Fund. In Year 2 WRM will submit an application to the Big Lottery Fund 'Awards for All' programme, which is committed to improving communities". In Year 3, WRM could develop a project suitable for a larger and more complex application to ACE's Grants for the Arts programme, depending on its success in Year 1 and 2. We will explore potential partnerships with other music related charities which share our vision for better access to and participation in music across Wiltshire.



Engaging with the business community

Though historically WRM has received limited support from the business community, there are sponsorship opportunities to support the Young Persons Bursaries and Rural Recitals. We will also explore “in kind” opportunities for local business to provide equipment for the Hub in Trowbridge. Work will also be done to nurture corporate relations in some of the larger towns in Wiltshire like Melksham, Warminster, and Swindon.

Individuals

We currently raise around £4k to £6k annually, through activities including “bucket shaking” at special events, our “100 Club” lottery scheme and contribution received from members of the public who share our desire to increase access and participation in music across Wiltshire. We want to build on this support and put in place an appropriate “stewardship” programme that encourages further gifts, ensuring that we can take advantage of tax opportunities like Gift Aid, generating more income for the charity. Supporters will be inspired to encourage friends, family, and work colleagues to consider WRM as their charity to support.

We will identify and implement an appropriate CRM (Customer Relationship Management) system to record data including gifts received, interests, communications preferences, Gift Aid declaration and other information which meets GDPR requirements and encourages long term support for the charity.

Building partnerships in the community

Through initiatives like **Keep Music in Mind** and **Rural Recitals**, we will explore opportunities to engage with service organisations like Rotary, Lions International, Church groups and schools to support the charity in some way. This will be supported by WRM Ambassadors who will work closely with their own communities to raise the profile and interest in the charity. Time will also be invested in working with regional media including newspapers, parish magazines and online community sites to encourage donations and participation in our events.

MID TO LONG-TERM VISION

Long term, we aim to be a self-sustained organisation with sufficient human resources to maximise our output, whilst ensuring we meet the needs of the rural communities in which we work.

In this economically volatile climate we must regularly return to our vision and mission statements, ensuring the work we do meets these expectations whilst giving the highest quality service to the people of Wiltshire.

Whilst in the short term the decision to remain at 113 Gloucester Road has been made, questions over the need for a building remain. With the new way forward being an outreach focus with delivery taking place out in rural communities, an ageing building with restrictions may not be required. We may find an office space with storage would suffice but also should be open to merge with a like-minded organisation.

Financially, whilst maintaining full restricted reserves, we understand that the deficit cannot continue and unless we can bring in more income, which can be used for salaries, we may face cutting back on staff. A risk will be that funds aren't replenished in continuing our outreach work, which is at the heart of our new direction.





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