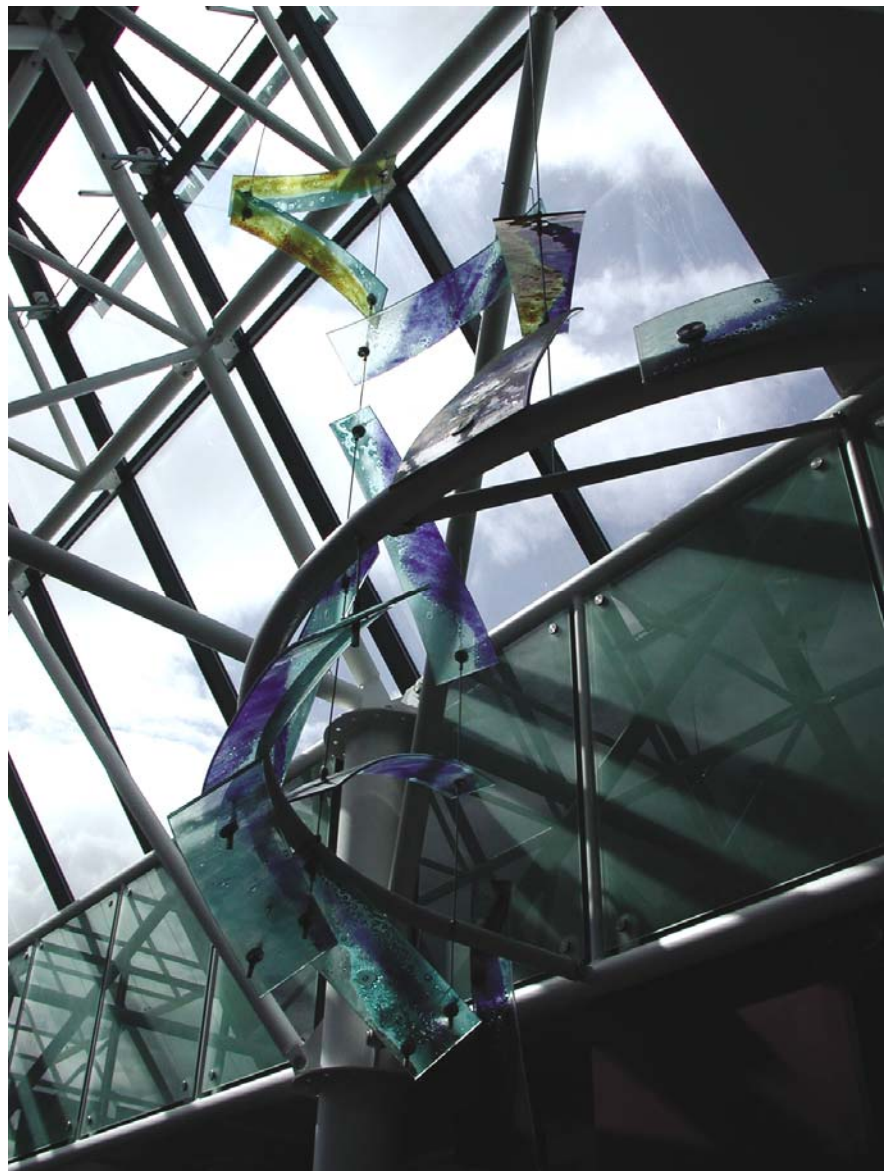


the stables

The Laine Dankworth Centre
WAVENDON, MILTON KEYNES

**Annual Report
2007/08**



Wavendon Allmusic Plan Limited
(Limited by Guarantee)

Company Registration Number 979681
Charity Registration Number 261645

Chairman's Report



*Stephen Clarke
Chairman*

I am pleased to report that the year ended 31 March 2008 has once again been an extremely busy and successful year. In particular I would like to highlight the improvements made to our facilities at The Stables with the opening of Stage 2. Stage 2 provides a platform for emerging artists and an experimental space for more established artists to try out with new material.

The Stables is now a first class venue for Milton Keynes and the region. Artists and customers have been delighted by the improved facilities.

We have received generous support from the Lottery Award by Arts Council England and raised funds from corporate partnerships, trusts and individual donations. This has helped us realise the building and facilities improvements and in developing our first year's programme of events in Stage 2. My thanks go to all our funders for this support.

As with the main auditorium building project there was considerable upheaval and our staff and volunteers have faced considerable challenges to maintain the existing programme of concerts and education activities. Once again they have risen to these challenges and embraced the changes that have created an even more vibrant venue. I thank all of the staff, volunteers and the management team, led by our Chief Executive, Monica Ferguson, for their dedicated efforts.

Over the last few years we have been mindful of the interrelationship between our music programme, education activities and commercial events and the need to ensure that we have diversified sources of revenue to ensure long term viability. Whilst September 2007 marked the start of a change in the economic climate our approach should ensure our financial resilience and maintain our artistic and educational ambitions.

We are very grateful to the many artists who choose to appear at The Stables despite their ability to play larger venues. This is a reflection on the significant reputation that The Stables has built up as a venue "built by musicians for musicians" and for that we have a debt of gratitude to our life presidents Sir John Dankworth and Dame Cleo Laine, both of whom I thank for their continued commitment and dedication.

Finally, I would like to thank all of the trustees and directors who have given their valuable time in the past year to contribute to the ongoing development of the charity.

Chief Executive's Report



*Monica Ferguson
Chief Executive*

This has been another exciting year in the evolution of The Stables, marked in particular by the opening of Stage 2 - a new informal café-bar / performance space. Stage 2 is helping us to realise our vision of The Stables supporting the development of emerging artists and the development of audiences for new artistic adventures.

It has quickly established itself as an integral and exciting part of our facilities, drawing new audiences in to experience music in an informal setting, whether seated or standing. In addition, it is also home to our new catering operation, headed up by Executive Chef, Jim Wilson. Jim has developed a pre-show menu of freshly prepared light meals with ingredients sourced from local suppliers and a range of themed menus to complement our world music programme. Demand for tables has outstripped availability to such an extent that advance booking has become a virtual necessity.

Our ability to present simultaneous events in Stage 2 and the Jim Marshall Auditorium has increased the overall capacity of the building and improved our corporate conference / meeting facilities. Despite the considerable disruption of building works we still managed to promote 291 events with an average capacity of 63% in addition to a range of concert hires and corporate events. We have also provided 268 education sessions for over 3000 people including The National Youth Music Camps – 3 weeks of residential music making for 8 – 17 year olds featuring orchestral playing, jazz improvisation, rock ensembles, steel pans, harmonica sessions and music theatre.

Sustaining all of this activity during a period of change and a downturn in the wider economy has been a remarkable achievement and it has only been made possible with the unstinting support of our volunteers and dedicated staff.

The coming year presents no less of a challenge if the economic forecasters are to be believed. Therefore the news that Arts Council South East has retained us as a regularly funded organisation for the next 3 years is indeed very welcome. However if the organisation is to thrive, not merely survive, we must continue to develop our artistic ambition and our revenue streams to support that ambition. With that in mind our attention is now focussed on generating the investment required for The Courtyard Development adjoining Stage 2. This development aims to provide a sensory courtyard garden that will provide an engaging educational opportunity and enhance our customer experience further.

Trustees' Report (Extracts)

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 provision of activities for the public benefit has 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 production 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”

Public Benefit

The Trustees consider that the activities of the Charity are carried out for the public benefit and in particular adhere to the following charitable purposes as set out by the Charity Commission in its general guidance on public benefit:

- The advancement of education and
- The advancement of the arts

Achievements and Performance



Cafe in 2

2007/08 has been an exciting time for the organisation. The opening of Stage 2, a new café-bar with performance space, has opened up significant artistic and trading opportunities.

A strong programme has been built for Stage 2 which features emerging artists and challenging work across themed stages including Jazz, World, Acoustic and Classical. In its first 6 months of operation it had attracted over 1000 customers with 1/3rd being new to the venue. Of the 291 concerts staged this year, 39 were in Stage 2. Our Executive Chef, Jim Wilson has enhanced the customer experience of The Stables by providing freshly prepared, locally sourced, pre-theatre meals and enabled us to extend the cultural experience of world music events by developing themed menus. It has also provided a much needed space for the expansion of our education programme and corporate events.

Particular Stage 2 highlights include:



Stage 2

- The YCAT series of young classical artists, particularly Ben Baker, a young violinist, that generated hugely positive feedback from the audiences.
- Nominating young artists for awards such as Dan Raza for the Indy Music Awards – Best Male Solo Artist.
- Working with Dawson Breed Music to present co-headline evenings of emerging artists with particular favourites Susy Thomas, Vince Freeman and Silverfall.
- Establishing a relationship between the Jim Marshall Auditorium support slots and Stage 2 headliners.
- Presenting greater diversity in our jazz programme e.g. Adriano Adwale, The Blessing and Curios.

Artistic Programme

Artistic Development has continued throughout 2007/08 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 artists.

We continued our relationship with Music In The Round, which provided a high quality classical concert experience with an informality of presentation. We presented 5 Concerts featuring The Ludwig String Trio, The Chilingrian Quartet, The Sorrell Quartet, Ensemble 360 and The Emperor Piano Trio. We also staged a series of 3 solo piano recitals by Peter Donohoe with pre-performance talks.

Concert highlights include:

Curtis Stigers, Soweto Kinch, Steve Winwood, Joe Jackson, Sierra Maestra, Papa Noel, Shawn Colvin, Stacey Kent, Eric Bibb, 10cc, Antonio Forcione, Jessica Williams, Neil Cowley Trio, Martin Taylor & Alison Burns, The Puppini Sisters, The Angels Children's Choir from Nigeria, Abram Wilson & The Delta Blues Project, The Geoff Gasgoyne Project featuring Jamie Cullum, Trudy Kerr and The Juno String Quartet, Karbido – The Table, Vieux Farka Touré & Zeep, Rachel Unthank & The Winterset, Polar Bear, Guy Barker's Amadeus Project, Karine Polwart, Kate Rusby, Orkestra Del Sol, Chris Garrick, Bill Wyman's Rhythm Kings, Courtney Pine, Moishe's Bagel, The Zombies, Tom Baxter, Clare Teal, Fish, Justin Adams & Juldeh Camara.

We collaborated for the second year running with The Watermill Theatre, Newbury to present *The Snow Queen*, by Neil Duffield, directed by Andy Brereton with original music by Janie Armour. This was a magical Christmas show for family audiences which featured 6 actor musicians. Audiences for this family production increased by 24% to just under 6000 over 32 performances.

We continued our development of the World Music Programme both in collaboration with the consortium Roots / Round / About and independently. Highlights included Papa Noel, View Farka Touré and Justin Adams & Juldeh Camara. However perhaps the most astonishing performance was by Karbido, a Polish group playing contemporary music that reflected different continents on a customised table. Karbido's UK premier was at the Edinburgh Festival Fringe, which was followed by one performance at The Stables and a week long run at the Tricycle Theatre, London. The stage was removed in the auditorium for the performance to enable seating on 4 sides and 2 mixing desk positions which made it a very engaging experience for the audience.

Attendances totalled 63,500 for directly promoted events, in addition to concert, community and corporate hires.



The Chilingrian Quartet

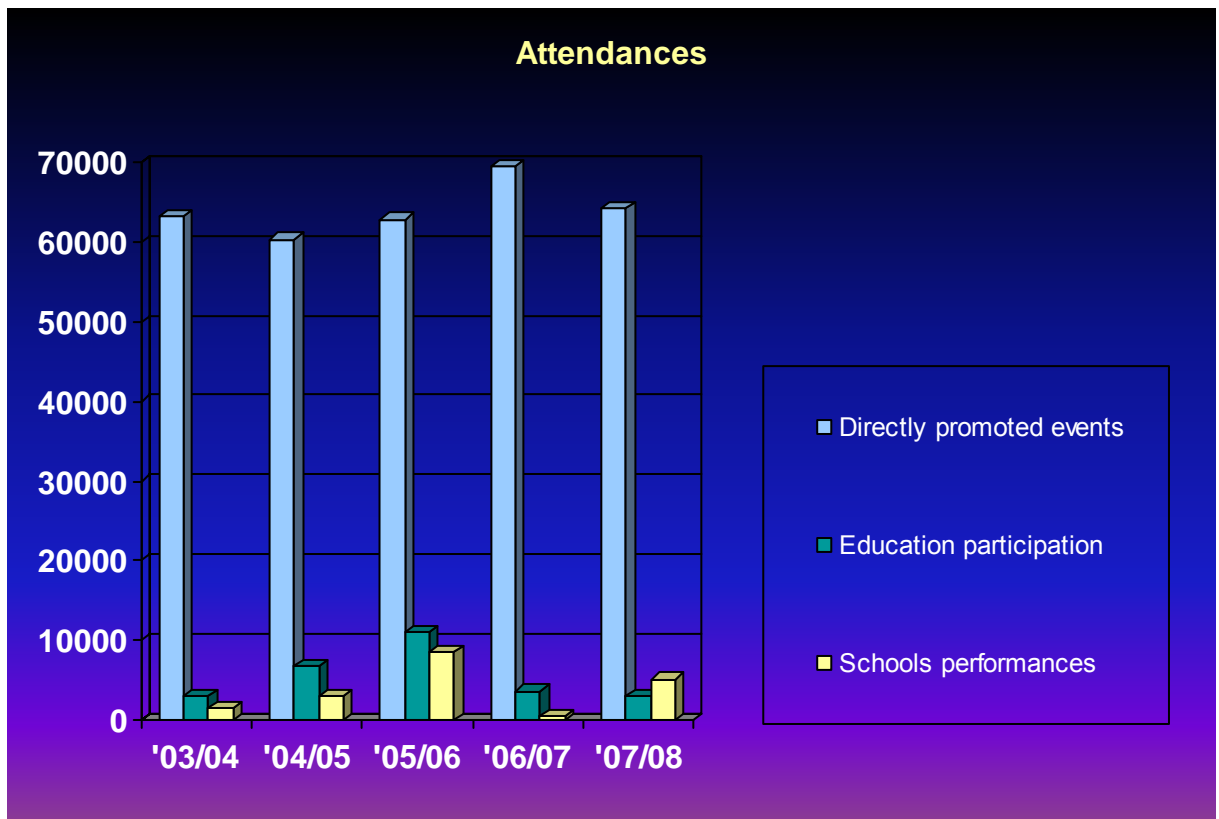
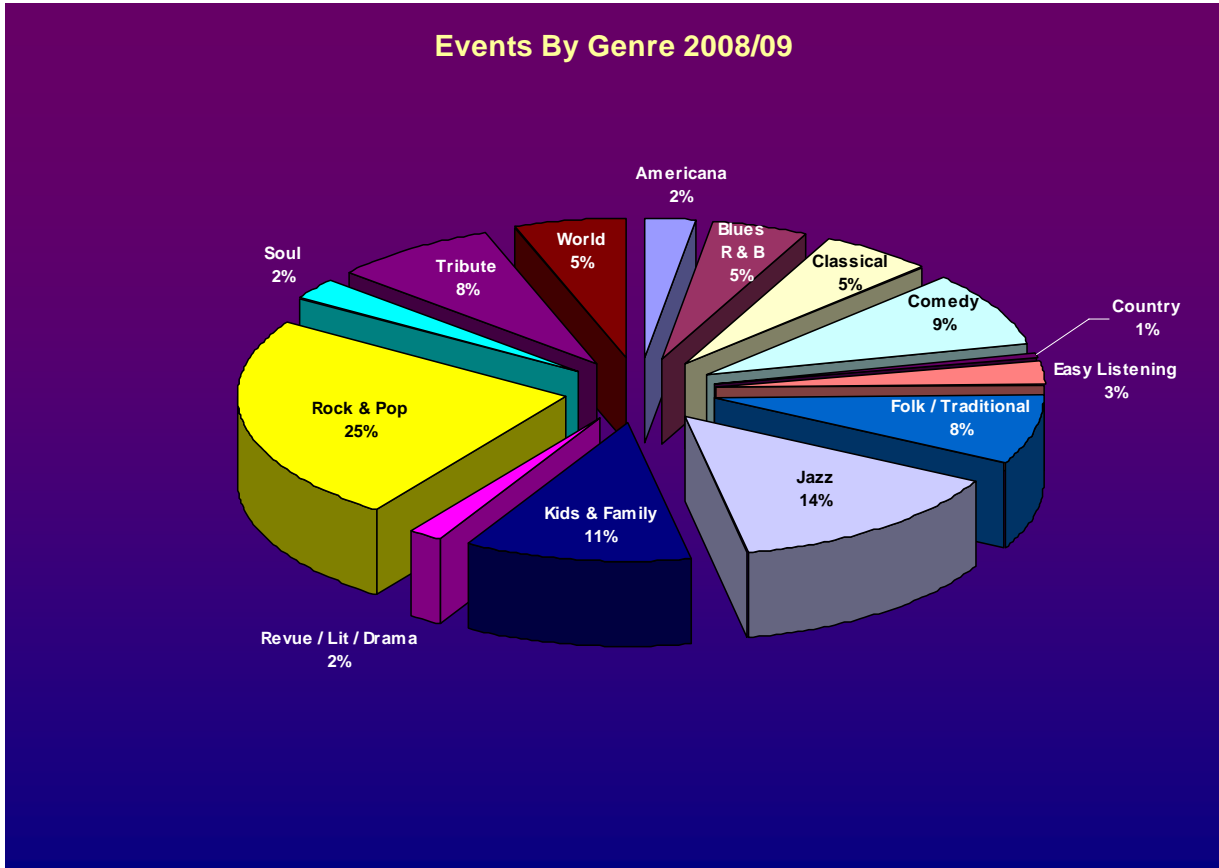


Soweto Kinch



The Snow Queen

Key Performance Indicators



The dip in attendances and participation in 07/08 is in part a consequence of building work during this period for Stage 2 and the start of a wider downturn in the economy. It is anticipated that we will see improvements in these figures for 08/09 following good results reported in the first 6 months of this year.

Education



Music Mites



Waves & Raves

- In 2007/08 we delivered 268 learning sessions and over 70 professional development sessions to just over 3,000 people. These included:
 - Snap! Snap! A performance for pre-school children by Ensemble 360 and narrator Polly Ives as part of the Music In The Round chamber music series.
 - Music Mites – pre-school workshops at The Stables for families and in children’s centres / nurseries in Milton Keynes. Sessions involved musicians from the Birmingham Conservatoire. The sessions also created training for a new animateur and for teachers.
 - Adult Workshops exploring harmonicas and singing.
 - Jazz Matters – a weekly session led by Sir John Dankworth with guests exploring jazz composers, music, styles and artists with a monthly live music session.
 - Music Theatre (Outreach) - 2-term residency with St Mary’s (Wavendon) primary school to create a new music theatre piece. Year 6 children developed the script with a writer, and all 120 Year 5 & Year 6 children involved in music, drama and design workshops with a composer, director and designer. The final performance of the new piece was performed at The Stables.
 - Music Theatre (Onsite) - A week long half-term residency for 14-18 year olds to devise and perform a new music theatre piece. 16 participants were recruited through taster workshops at The Stables and local performing arts college Stantonbury Campus, and were involved in a series of workshops in acting, singing, composition, design and performance.
 - A Schools Concert by the children of the Angels Choir, Nigeria.
 - Waves & Raves – music technology courses in our recording studio.
 - The National Youth Music Camps – 3 weeks of residential music making for 8 – 17 year olds featuring orchestral playing, jazz improvisation, rock ensembles, steel pans, harmonica sessions and music theatre.
 - Rock Experience – 5 weekend workshops / rehearsal for adult / teenage rock musicians leading to a public performances at The Stables.
 - Vocal Experience – 5 weekend workshops / rehearsals for adult / teenage singers leading to a public performance at The Stables.

Audience Development

A Marketing and Audience Development Plan was prepared in association with Smart Audiences. In addition to encouraging growth of attendance generally, it specifically address key areas of potential including new audiences for Stage 2. On-line booking was introduced with take-up of 25% of ticket sales almost overnight. Statistics and mapping has demonstrated the wide geographic spread of visitors to the site and ticket purchasers. We continue to work on developing the information and interactivity of our website.

Corporate Services



Corporate Buffet

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 Audi, PricewaterhouseCoopers, Argos, MK Primary Care Trust, PM, Volkswagen and Domino's.

Financial Review

Financial Activities including Income and Expenditure Account Unrestricted Activities

The year to 31 March 2008 was a broadly successful period for unrestricted activities, with a surplus generated of £54k contributing to the further strengthening of the overall financial position of the Group. Whilst the surplus was not as high as the exceptional result in the previous year of £168k, the Trustees nevertheless considered this to be a sound achievement in a period of both investment in infrastructure and the inevitable disruption of day to day activities caused by the Stage 2 construction work. Total incoming resources of £1,816k were down by a marginally lower £40k when compared to the previous year. Resources expended were £74k higher than the previous year which included the investment in both establishing and ramping up the Stage 2 and catering infrastructure over the last nine months of the year, with revenues from the said facilities coming on line in the third quarter. There were also a number of key staff changes during the year that has resulted in a stronger management structure but at the cost of higher than usual recruitment fees. Corporate event income was £72k for the year.

Restricted Activities

Restricted funds increased in value by £336k during the year. All of this activity related to the Next Stage Project comprising the Arts Council England further grant income of £316k, together with grants from charitable foundations of £52k and a further £14k from private donations from friends and founders etc. Associated direct costs of £12k were set-off against this restricted income together with depreciation on the freehold property of £32k. Total expenditure on the completed phases of the next Stage Project amounts to £772k, which when deducted from the total income from grants and donations received so far of £797k results in a £25k surplus at this stage of the project to be carried forward to the next phase of the works.

Balance Sheet

The unrestricted and restricted activities referred to above resulted in the net assets of the Group increasing by £391k to just over £2.4 million. The major assets are the property and tangible assets of the Group, which will be depreciated over time in accordance with the Group's accounting policy. Net current assets increased by £32k to £52k and the bank loan reduced by £44k to £170k. Cash balances at the year end were a robust £532k, £266k of which related to advance ticket and event sales. Advance ticket sales were an encouraging £47k higher than for the same period last year at £164k, giving a positive start to the new financial year.

Summary

In summary, the financial position of the Group has again improved satisfactorily over the period. However, the same caution is repeated as last year in that we must not allow ourselves to become complacent. The current downturn in the economy could well result in a reduction in the discretionary spend available to our customers and with it a fall off in concert attendances. Also, whilst substantial progress has been made in reducing debt over the last few years we must not lose sight of the fact that there is still £170k remaining



*MK Chinese School
New Year Show*

under the bank term loan agreement to be repaid over the next eight years. The Trustees have exercised extreme caution in casting the budget for the year to 31 March 2009, by setting a break-even target – so far performance has been satisfactory, but there is much left to do in order for this to continue for the rest of the financial year. A tight rein on the Group's finances is being maintained.

Investment Policy

The Trustees adopt a cautious approach to investment. Surplus cash balances are held in interest bearing bank deposit accounts.

Reserves Policy

The Trustees have the objective of establishing unrestricted reserves sufficient to cover one year's operating costs and provide adequate capital for the group to implement its development plans.

Achievement of Goals and Plans for Future Periods

Achievement of Goals set for the year ended 31 March 2008

The Trustees consider that the major goals set for the year ended 31 March 2008 were achieved, those being the completion of the build of Stage 2 and the commencement of artistic activities and the establishment of pre-show catering therein.

Plans for future periods

The Trustees will continue to ensure that the future activities of the Charity will be to the public benefit. Future activities will include a continuation of those currently undertaken plus:-

The further development of the Next Stage Project will continue into its next phase in 2008/09. It is planned to develop the courtyard area outside Stage 2 in order to further enhance the Charity's capacity to develop new artists and attract new audiences. The design complexity of this part of the project is flexible and will be driven by the success of continued fundraising efforts. As mentioned above the first £25k of this funding for this phase of the project has already been raised.

Development of digital distribution through podcasting and streaming is a key ambition going into 2008/09 subject to feasibility / funding. This will be a key strand in reaching new audiences and extending The Stables brand.

A review of the Music Education policy is underway to ensure that the organisation's priorities continue to reflect national, regional and local priorities music education.

	Unrestricted funds £	Restricted funds £	Year to 31 Mar 2008 £	Year to 31 Mar 2007 £
INCOMING RESOURCES				
Incoming resources from generated funds:				
- Voluntary income	152,010	367,794	519,804	518,709
- Activities for generating funds	493,889	13,920	507,809	522,316
- Investment income	13,982	-	13,982	6,378
Incoming resources from charitable activities	1,156,443	-	1,156,443	1,202,532
TOTAL INCOMING RESOURCES	1,816,324	381,714	2,198,038	2,249,935
RESOURCES EXPENDED				
Costs of generating funds:				
- Costs of generating voluntary income	-	-	-	-
- Fundraising and trading	229,898	-	229,898	263,963
Charitable activities	1,515,698	45,267	1,560,965	1,443,576
Governance costs	16,567	-	16,567	23,193
TOTAL RESOURCES EXPENDED	1,762,163	45,267	1,807,430	1,730,732
NET MOVEMENT OF FUNDS IN YEAR				
	54,161	336,447	390,608	519,203
Funds brought forward	260,670	1,764,097	2,024,767	1,505,564
Funds carried forward	£314,831	£2,100,544	£2,415,375	£2,024,767

There are no recognised gains or losses other than the results for the period as set out above.
All of the activities are classed as continuing.

	Note	31 March 2008		31 March 2007	
		£	£	£	£
FIXED ASSETS					
Tangible assets	9	2,511,121		2,199,208	
CURRENT ASSETS					
Stocks	12	14,908		19,752	
Debtors	13	152,234		160,251	
Cash at bank and in hand		532,349		511,188	
		<u>699,491</u>		<u>691,191</u>	
CREDITORS: Amounts falling due within one year	14	<u>647,212</u>		<u>670,632</u>	
NET CURRENT ASSETS		<u>52,279</u>		<u>20,559</u>	
TOTAL ASSETS LESS CURRENT LIABILITIES		2,563,400		2,219,767	
CREDITORS: Amounts falling due after more than one year	16	<u>148,025</u>		<u>195,000</u>	
NET ASSETS		<u>2,415,375</u>		<u>2,024,767</u>	
FUNDS					
Restricted funds	18	2,100,544		1,764,097	
Unrestricted funds	19	314,831		260,670	
TOTAL CHARITY FUNDS		<u>£2,415,375</u>		<u>£2,024,767</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 Finance Department, The Stables, The Laine Dankworth Centre, Milton Keynes, MK17 8LU or from Companies House, Cardiff.

The annual accounts were approved by the Board of Trustees on 6th October 2008 and have been submitted to the Charity Commission and Companies House.

Independent Auditor's Opinion

Basis of Opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Trustees in the preparation of the consolidated financial statements, and of whether the accounting policies are appropriate to the charitable company or group's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In

forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

We have undertaken the audit in accordance with the requirements of APB Ethical Standards including APB Ethical Standard - Provisions Available for Small Entities, in the circumstances set out in note 23 to the consolidated financial statements.

Opinion

In our opinion:

The financial statements give a true and fair view in accordance with the United Kingdom Generally Accepted Accounting Practice, of the state of the charity and group's affairs as at 31 March 2008 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 & Registered Auditor
Moorgate House
201 Silbury Boulevard
Central Milton Keynes
Buckinghamshire
MK9 1LZ

10 September 2008

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, The Stables Theatre Limited ("Theatre") and The Stables Trading Limited ("Trading").

Broadly the Theatre board deals with 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 2008 were:

S P Clarke * (Chairman)
P J Critchlow *
Sir John Dankworth (Joint Life President)
R G French *
R F Howes
Dame Cleo Laine (Joint Life President)
J I Rushton
M H Shelton
I G Smith *
I N Tully
M P Gupta (appointed 17 October 2007)
G A Inskip (appointed 17 October 2007)
H J Crossman (appointed 17 October 2007)

* Also serves on the Group Finance & Operations Committee

Board of The Stables Theatre Limited

The Board as at 31 March 2008 were:

RT Argent
Hazel Coomber
Alec Dankworth
Sir John Dankworth
MR Ferguson
MP Gupta
GA Inskip
JA Ryley
I G Smith (Chairman)

Board of The Stables Trading Limited

The Board as 31 March 2008 were:

Ian Arthur
Stephen Clarke
Phil Critchlow (Chairman)
Monica Ferguson
Robert French
Sam Gill
Kirsti 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,
Central Milton Keynes

Solicitors: Denton Wilde Sapte, Milton Keynes