



SCOTLAND'S NATIONAL
ORCHESTRA



ANNUAL REPORT

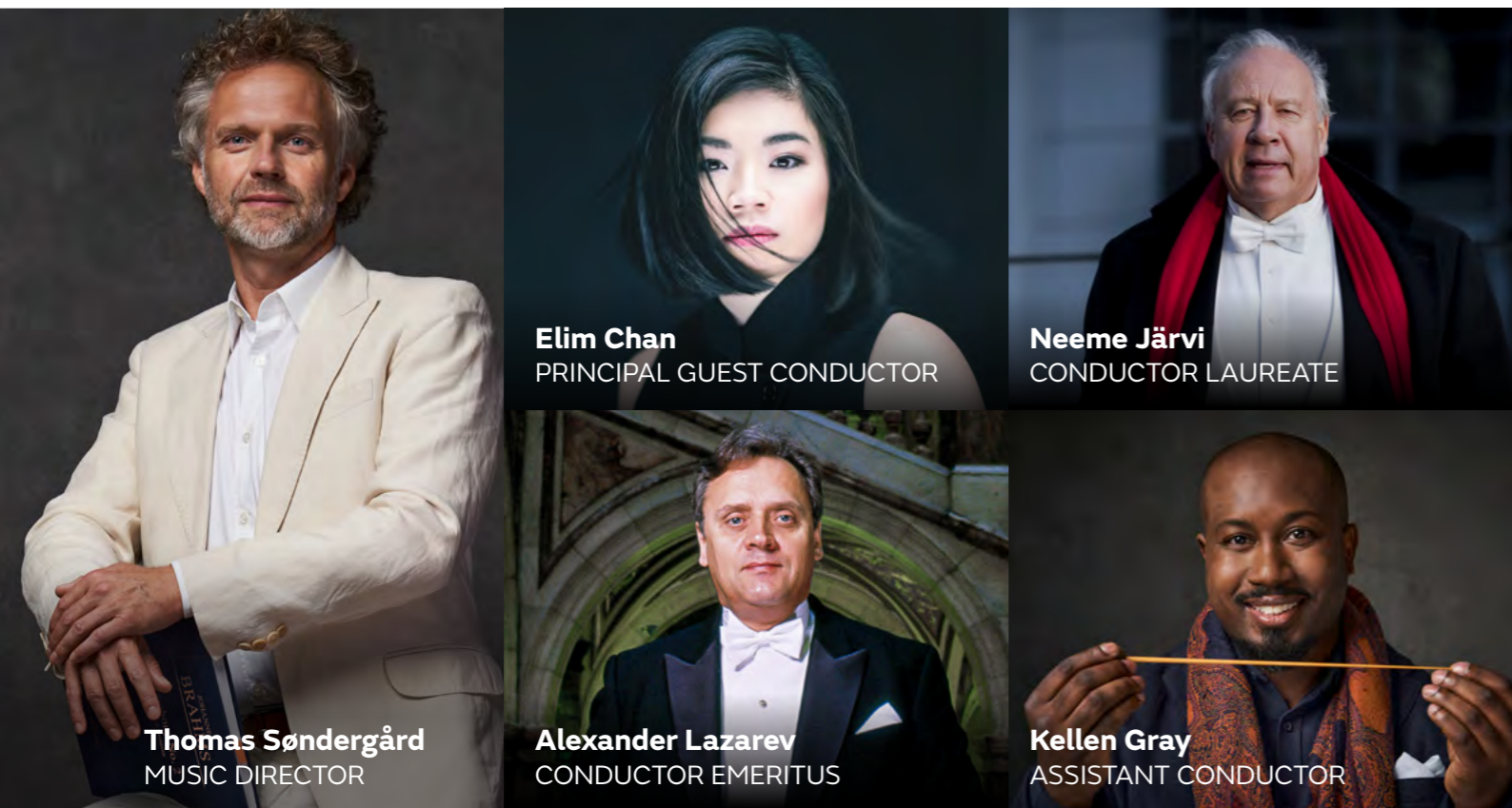
For the year ended 31 March 2022

Royal Scottish National Orchestra Society Limited
Registered in Scotland No. SC027809
Charity Registration No. SC010702

PATRON

Her Majesty The Queen

RSNO ARTISTIC TEAM



Thomas Søndergård
MUSIC DIRECTOR

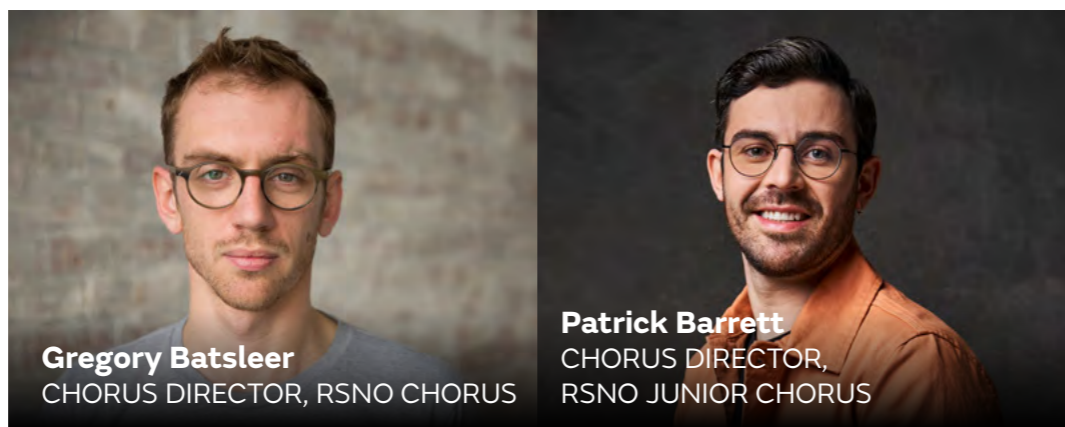
Elim Chan
PRINCIPAL GUEST CONDUCTOR

Neeme Järvi
CONDUCTOR LAUREATE

Alexander Lazarev
CONDUCTOR EMERITUS

Kellen Gray
ASSISTANT CONDUCTOR

RSNO CHORUS ARTISTIC TEAM



Gregory Batsleer
CHORUS DIRECTOR, RSNO CHORUS

Patrick Barrett
CHORUS DIRECTOR,
RSNO JUNIOR CHORUS

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In 2021/22...

37,000+
people attended live concerts

1,800+
people engaged with our health and well-being initiatives

320
young people and early-career music professionals developed their skills with the RSNO

29,000+
people watched our digital concerts

99,000+
children engaged with the RSNO

52
live concerts performed

18
digital concerts released

32
Scottish local authorities reached

1 NEW STUDIO
Scotland's Studio launched, specialising in the production of TV and film recordings

The Orchestra

World-class music for the people of Scotland and beyond

What today is the Royal Scottish National Orchestra was originally formed in 1891 as the Scottish Orchestra. It became the Scottish National Orchestra in 1950 and was awarded Royal Patronage in 1977. Throughout its history, the Orchestra has played an integral part in Scotland's musical life, including performing at the opening ceremony of the Scottish Parliament building in 2004. Many renowned conductors have contributed to its success, including George Szell, Sir John Barbirolli, Walter Susskind, Sir Alexander Gibson, Neeme Järvi, Bryden Thomson, Walter Weller, Alexander Lazarev, Stéphane Denève and Peter Oundjian.

The Orchestra's artistic team is led by Danish conductor Thomas Søndergård, who was appointed RSNO Music Director in 2018, having previously held the position of Principal Guest Conductor. Hong Kong-born Elim Chan succeeded Søndergård as Principal Guest Conductor.

The RSNO performs across Scotland, including concerts in Glasgow, Edinburgh, Dundee, Aberdeen, Perth, and Inverness. The Orchestra appears regularly at the Edinburgh International Festival and the BBC Proms at London's Royal Albert Hall, and has made recent tours to the USA, China, and throughout Europe.

The Orchestra is joined for choral performances by the RSNO Chorus, directed by Gregory Batsleer. The RSNO Chorus evolved from a choir formed in 1843 to sing the first full performance of Handel's *Messiah* in Scotland. Today the RSNO Chorus is one of the most distinguished large symphonic choruses in Britain, with a membership of 125. The Chorus has performed nearly every work in

the standard choral repertoire, along with contemporary works by renowned composers including John Adams, Danny Elfman, Magnus Lindberg, James MacMillan and Howard Shore.

The acclaimed RSNO Junior Chorus, formed in 1978 by Jean Kidd, also performs regularly alongside the Orchestra. The Junior Chorus, under its Director, Patrick Barrett, has a membership of 380, with members aged from 7 to 18. The RSNO Junior Chorus has built up a considerable reputation singing under some of the world's most distinguished conductors and appearing on radio and television.

The RSNO has a worldwide reputation for the quality of its recordings, receiving two Diapason d'Or de l'année awards for Symphonic Music (Denève/Roussel 2007; Denève/Debussy 2012) and eight GRAMMY Awards nominations. Over 200 releases are available, including the complete symphonies of Sibelius (Gibson), Prokofiev (Järvi), Glazunov (Serebrier), Nielsen and Martinů (Thomson), Roussel (Denève), and the major orchestral works of Debussy (Denève). Thomas Søndergård's first recording with the Orchestra (Strauss' *Ein Heldenleben*) was released on the Linn Records label in April 2019, with two Prokofiev symphonies following in February 2020.

The RSNO's pioneering Learning and Engagement framework aims to engage the people of Scotland with music across key stages of life. The RSNO is committed to placing the Orchestra at the centre of communities across the length and breadth of Scotland.



Chair's Report



The RSNO has had another busy and diverse year with Covid-19 continuing to impact significantly on our work, bringing both opportunities and challenges. For the first time in our history, Season concerts and education programmes were delivered in live, live-streamed, and digital formats.

There have been many highlights throughout this year to report. In April, GRAMMY-award winning violinist Nicola Benedetti opened our Spring/Summer Digital Season, and in May we performed our first live concert since March 2020 in the atmospheric setting of Greyfriars Kirk. The Orchestra returned to regular live concert performances with all concerts live-streamed from the Glasgow Royal Concert Hall. Music Director Thomas Søndergård opened our Autumn Season to critical acclaim with Stravinsky's electrifying *Firebird*. Creating a safe performance space for musicians, staff and our audiences was of paramount importance throughout the Season. I would like to take this opportunity to record my thanks to all the loyal subscribers and audiences across Scotland who have supported us throughout the pandemic, and who have returned to our concert halls to see us perform live. I would also like to thank and acknowledge our new digital audiences who have tuned in from further afield.

The eyes of the world were on Glasgow in November as leaders from 196 countries were welcomed to Scotland for the 26th UN Climate Change Conference (COP26).

The RSNO Junior Chorus performed for delegates and members of the public as part of COP26. We also welcomed Patricia Kopatchinskaja for two performances of *Dies Irae: A Response to Climate Change*. December brought the difficult news of the Omicron variant and the unfortunate cancellation of our Christmas concerts. We were thankful that we had been able to share some festive cheer earlier that month, with our family concerts delivered in association with our partners at Children's Classic Concerts. I would like to thank Music Director Thomas Søndergård and all the members of the RSNO's Artistic Team for their outstanding contributions during the year: Principal Guest Conductor Elim Chan, Assistant Conductor Kellen Gray, and RSNO Junior Chorus Director Patrick Barrett. I would also like to record my thanks to Chorus Director Gregory Batsleer, who will leave the RSNO in June 2022 to take up the position of Director at the London Handel Festival.

I warmly acknowledge the support of the Scottish Government, our principal funder. Their continuing investment, especially as we recover from the pandemic, is crucial to the RSNO and to our continued success. We have also been heartened by the generosity of our local authorities, corporate partners, trusts and foundations, private donors, and supporters for their significant contributions to the Society. I extend my grateful thanks to them all.

On behalf of the Board of Directors, I would like to extend sincere thanks to Bill Paterson (Cello), Barbara Paterson (First Violin), Jane Reid (First Violin), and David Martin (Viola), all of whom retired this year. I would also like to acknowledge Bill Chandler (Leader and latterly Director of Concerts & Engagement), Aleksei Kiseliov (Section Principal Cello), and Arthur Boutillier (Sub-principal Cello), who all made exceptional contributions to the Orchestra both on and off the concert platform, and wish them well in the next chapters of their careers. It gives me great pleasure to welcome new members to the Orchestra – Felix Tanner (Associate Principal Viola) and Robert Anderson (Cello). During the year, we also welcomed Andrew Stevenson, who has been responsible for advancing and extending our Learning and Engagement work.

I am grateful to our Board of Directors all of whom have continued to be unstinting in their service, giving both their time and expertise generously. I would like to mark

the contributions of departing board members Janet Richardson and Kennedy Leitch, for their outstanding service to the RSNO board, and for all the support and advice they have given us. We welcome recently appointed Player Directors Helen Brew and David Hubbard. Finally, I wish to express my appreciation to Alistair Mackie, Chief Executive, for his leadership and vision, and to the musicians and staff of the RSNO, for their continued dedication to the effective and efficient running of the Orchestra, which is undoubtedly one of Europe's finest.

Dame Susan Bruce DBE
Chair



Chief Executive's Report



Our Learning and Engagement work has continued to expand in terms of reach and impact. This year, we have offered engaging and accessible content to audiences across all stages of life, including young families playing with the RSNO Astar app, school-aged children engaging with *Gaspard's Foxtrot*, participants with long-term medical conditions composing new music, and 14-21 year-olds gaining work experience through our Young Creatives programme. Over 360,000 people have engaged with our programmes during this year, including 86,000 children from every local authority area across Scotland as part of the RSNO's National Schools Concert Programme.

A significant ambition realised this year was the launch of Scotland's Studio, a state-of-the-art recording studio at the RSNO Centre, specialising in production of complex recordings for film and television soundtracks, as well as educational projects. Newly installed facilities within the purpose-built New Auditorium now serve as the go-to studio for film and television soundtracks outside of London, with the RSNO becoming the first UK orchestra to offer a unique "one stop shop" model that provides both world-class musicians and a space of the highest acoustic clarity.

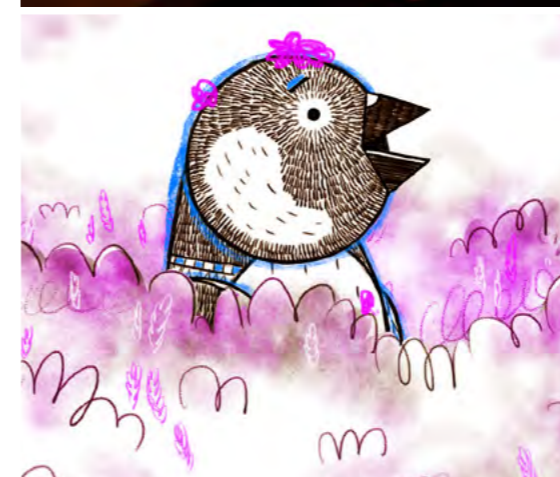
We are very fortunate to have a Board of Directors who give their time, commitment and expertise generously, and are so ably led by their Chair Dame Susan Bruce. Their contributions are a great part of the success of the Orchestra's many endeavours. Musicians and staff have given their all, and my thanks and best wishes go to them, and also to those who have left the organisation during the year.

Alistair Mackie
Chief Executive

The last year has been one of intense activity. We have performed successful concerts across Scotland and our recording work has started to return to pre-pandemic levels. It has been heartening to hear performances of the highest quality despite the myriad of challenges that the organisation has faced.

An incredibly special moment from the past year was our first live concert after a 433-day absence, which took place in Greyfriars Kirk on 21 May. A series of pilot events during Spring 2021 enabled staff and musicians to test Covid protocols and social distancing measures in accordance with Scottish Government guidance, which put us back on the road to live performances in our concert halls. Other landmark moments from the year included our first live stream in partnership with Classic FM, our return to the Edinburgh International Festival where the Orchestra performed live large-scale performances and received five-star reviews, and a rare performance which saw the RSNO and BBC SSO join forces to form a mega-orchestra of over 100 musicians, to mark the opening day of the annual conference of the Association of British Orchestras.

Directors' Report



OBJECTIVES AND ACTIVITIES

The Royal Scottish National Orchestra Society Limited ('the Society') seeks to provide all of Scotland with music-making of the highest quality. Scotland's National Orchestra aims to:

- Enrich the cultural life of the nation.
- Reach the widest possible audience.
- Encourage and develop musical talent.
- Aspire to the best possible standards in management and in music.

The principal activity of the Society is to administer the Royal Scottish National Orchestra, which gives performances of symphonic music in Scotland, the rest of the UK, and abroad, and engages in a wide range of learning and engagement work across many different communities. In continuing the artistic development

of the Orchestra and enabling a wider appreciation of music in Scotland, the Society is dependent on continuing government support, but is also reliant, to an increasing extent, on support from the private sector. The vast majority of the Society's expenditure in the year was directly in support of these activities.

The Society measures its success through a combination of quantitative and qualitative approaches, particularly attendance and repeat attendance, number of concerts and workshops, penetration throughout Scotland (all regions, not just the major Central Belt cities), engagement with and value of donors and audiences, audience feedback, and press and other reviews. Digital reach became a key metric during the Covid-19 pandemic.

Directors' Report

STRATEGIC REPORT: PERFORMANCES AND ACHIEVEMENTS

During the past year, the Orchestra has continued to demonstrate its commitment to musical excellence, world-class artists, and diverse audiences, despite the challenges presented by Covid-19.

Key repertoire strands have included:

Polska Scotland: a series celebrating Scotland's links with Poland

Scotch Snaps: a series profiling the work of contemporary composers born or living in Scotland

BAME Voices: showcasing some of the most rewarding pieces from the BAME classical repertoire

Compos(H)ers: a strand dedicated to profiling the works of women composers

Environmental Strand: a series of works exploring the natural world and the global climate crisis

Spring Digital Season 2021

The Spring Digital Season 2021 (April-June) comprised six orchestral and three chamber concerts. There was a particular focus on works by Polish composers including Bacewicz, Chopin, Kilar, Lutosławski, Panufnik, Szymanowski, and Weinberg. Thomas Søndergård and Elim Chan were joined by guest conductors Kevin John Edusei, Marta Gardolińska and Angus Webster. Guest artists included pianists Benjamin Grosvenor and Paul Lewis, and there were two performances with Scottish violinist Nicola Benedetti. Members of the Orchestra performed chamber music by Bacewicz, Beethoven, Britten, Dvořák, Lutosławski, Mozart, Richard Strauss, Szymanowski, and Weber, and the world premiere of Scottish composer Michael J Murray's *Psycho-Scherzo*.

New Assistant Conductor

In March 2021, American conductor Kellen Gray was appointed as the RSNO's new Assistant Conductor from a pool of over 200 applicants worldwide.

ScotWeek LA Festival

The RSNO took part in the inaugural ScotWeek LA Festival in April 2021. The Orchestra strengthened its links with The Scottish Office in Washington and formed a new partnership with Chicago Scots to bring Digital Care Packages to Caledonia Senior Living & Memory Care.

Back to Live Performance

On 21 May 2021, the Orchestra gave its first live concert since March 2020 – a gap of 433 days – in the atmospheric setting of Greyfriars Kirk in Edinburgh. On 18 June, the Orchestra returned to live performance in Glasgow, with a concert of French repertoire conducted by Thomas Søndergård in Glasgow Royal Concert Hall.



New Website

In August 2021, the RSNO launched its new website, capable of becoming a platform for all the Orchestra's enhanced digital ambitions.

Edinburgh International Festival

The RSNO had a prominent presence at the Edinburgh International Festival in August 2021, with nine live performances (due to Covid-19, these were given in a special outdoor venue for the safety of the artists, audiences, and staff members), and two digital performances. The enthusiastically received concerts were conducted by Thomas Søndergård, Elim Chan, Valery Gergiev, and Sir Andrew Davis, the latter in three concert productions of Richard Strauss' *Ariadne auf Naxos*.



Directors' Report

STRATEGIC REPORT: PERFORMANCES AND ACHIEVEMENTS (Continued)

The Creation

On 3 October 2021, the RSNO Chorus returned to live performance in Haydn's *The Creation*, complete with newly commissioned poetry written and performed by poet and author Hollie McNish.

Hybrid Season Launch

In October 2021, the Orchestra launched its first-ever Hybrid Season of both live and digital concerts, introducing live-streaming for the first time in the Orchestra's history. Music Director Thomas Søndergård opened the 2021:22 Season with the world premiere of Matthew Rooke's *The Isle is Full of Noises!*, plus works by Shostakovich and Tchaikovsky, and Stravinsky's *Firebird* in Edinburgh and Glasgow.

COP26

In November 2021, Glasgow hosted the COP26 Climate Change Conference. The RSNO marked the occasion with a special performance by the RSNO Junior Chorus for delegates and members of the public at the Glasgow Science Centre, plus two performances of *Dies Irae: A Response to Climate Change* with violinist Patricia Kopatchinskaja and the Royal Conservatoire of Scotland Vocal Ensemble in the New Auditorium at Glasgow Royal Concert Hall. The Orchestra also announced a new partnership with Trees for Life. The trees in the RSNO's grove will be planted in protected sites in the Scottish Highlands, helping to off-set the Orchestra's touring activities. Throughout the year the RSNO worked with other Scottish arts organisations to release *The Scottish Classical Music Green Guide*, supporting the Scottish Government's aim of net zero emissions by 2045.

Clydebank Blitz 80th Anniversary Gala

In November 2021, the Orchestra gave a special gala performance to commemorate the 80th anniversary of the Clydebank Blitz, featuring the first live performance of RSNO Principal Horn Christopher Gough's work *Clydebank '41*.

Scotland's Studio

In November 2021, the RSNO officially launched Scotland's Studio, a brand-new, state-of-the-art studio in the New Auditorium at the RSNO Centre, built for the recording of film and television soundtracks. The first official project was with Scottish composer Blair Mowat, working on the remake of the film *The Amazing Mr Blunden* which was broadcast on Sky at Christmas 2021. Contacts and connections are now being made

with international film industry partners to position these world-class recording facilities in Glasgow as the go-to audio recording studio outside London.



Christmas Concerts

In December, following the annual performance of Handel's *Messiah*, the Orchestra had to cancel its Christmas concerts featuring *The Snowman*, due to the rapid spread of the Omicron variant.

ABO Conference

In February 2022, the RSNO hosted the orchestral sector in Glasgow for the Association of British Orchestras' annual conference. On 9 February, as part of the Conference, the RSNO joined with the BBC Scottish Symphony Orchestra to form a super-orchestra to perform works by Samy Moussa, Shostakovich and John Adams, a concert that was broadcast live on BBC Radio 3.

Lady Gibson

On 17 February 2022, musicians from the RSNO, BBC Scottish Symphony Orchestra and Scottish Opera performed together in a service to celebrate the life of Lady Veronica Gibson (1937-2022), patron of the arts and wife of Sir Alexander Gibson (1926-1995), the RSNO's longest-serving principal conductor.

Recordings

During the year to March 2022, the RSNO appeared on recordings for Albany, Naxos, BIS, Chandos, Delphian, ARS Produktion and Linn (the EIF performances of *Ariadne auf Naxos*), as well as for West Dunbartonshire Council's recording of Christopher Gough's *Clydebank '41*.

Directors' Report

STRATEGIC REPORT: PERFORMANCES AND ACHIEVEMENTS (Continued)

OUR PEOPLE

We invested in the **RSNO Wellbeing & Training Fund**, which allows musicians and staff to undertake training and wellbeing projects to develop them both personally and professionally.

To become a more inclusive and environmentally conscious organisation, we created four new boards and committees, including: **Climate Committee, Diversity Committee, Teacher Advisory Board, and Youth Advisory Board.**

We worked with academic research partners – a Music Therapist (Queen Margaret University) and an Arts and Health Researcher (University of the Highlands and Islands) – to develop a new **RSNO 'Blues' Impact Measurement Framework** for the evaluation of our learning and engagement projects.

Over the past year we continued to invest in a workforce of almost **350 freelance musicians, digital editors, camera operators and score readers.**

LEARNING AND ENGAGEMENT

Babies, Early Years and Families

Astar App for Babies

Throughout 2021, the RSNO worked with a digital agency to redevelop the Astar app, available to all new parents in Scotland through the Baby Box scheme. The new app launched in April 2022.



RSNO Beginners' Instrument Guides

Launched as part of the RSNO Principals' Month in March 2021, four video instrument guides (flute, oboe, bassoon and trumpet) were aimed at instrumental beginners of all ages.

RSNO Summer Camp

Running for six weeks throughout the summer, the digital Summer Camp was launched for children and families to enjoy at home during the school holidays. The free programme included entertaining and educational musical activities, fun challenges, and concert experiences.

Children's Classic Concerts (CCC)

The RSNO presented five family concerts in Edinburgh and Glasgow in collaboration with CCC: *Ghost Ship* for Halloween and *Santa's Postbox* during the festive period in December. Attendance across the performances was more than 6,100.

Special Ticket Offers

Over 400 under 18s gained free admission to RSNO concerts when accompanied by a paying adult.

Nurseries and Schools

National School Concerts Programme 2021: Gaspard's Foxtrot

The 2021 National Schools Concert Programme was delivered online, with the world premiere of a new orchestral tale featuring a popular children's book character, Gaspard the Fox. Pupils and teachers from 431 primary schools across all of Scotland's local authorities signed up to access the concert, virtual workshops with RSNO musicians, CPD sessions, and a suite of educational resources. In total, the National Schools Concert Programme reached over 46,000 pupils.



Directors' Report

STRATEGIC REPORT: PERFORMANCES AND ACHIEVEMENTS (Continued)

Playground Pop-Ups

Small ensembles of RSNO musicians performed socially distanced outdoor concerts for primary pupils and nurseries, bringing music to school playgrounds, and nearly 1,500 children, across the country.

Arts Alive Residencies

In April 2021, RSNO musicians undertook a residency at a specialist school in Renfrewshire for children and young people with complex additional support needs, as part of a project delivered in collaboration with the Scottish Book Trust and National Performing Companies.



Yoyo & The Little Auk

To mark World Book Day in March 2022, the RSNO launched a new Learning and Engagement initiative, *Yoyo & The Little Auk*, with free educational resources and concert opportunities for nurseries across Scotland. Supported by EventScotland as part of the Year of Stories 2022, the story is brought to life with an animated film by Scottish BAFTA-winning animator Gavin C Robinson and original music by Scottish composer Euan Stevenson, recorded by the RSNO. The resources and film are available free in English with British Sign Language and, with support from Bòrd na Gàidhlig, in Gaelic. The story of *Yoyo & The Little Auk* draws parallels between bird migration in the natural world and human migration in the era of global citizenship, exploring Scotland's diverse cultures, languages, and landscapes. The RSNO partnered with Visible Fictions, Scottish Book Trust, and Starcatchers, and has forged new partnerships with the Scottish Wildlife Trust and Refuweegee.

Gaspard's Foxtrot: Live Performances

March 2022 saw the first live concerts of *Gaspard's Foxtrot*, part of the RSNO's National Schools Concert Programme which provides opportunities for children in Scotland to experience classical music live and for free. A relaxed performance took place for over 170 experiential learners from schools in Glasgow, and was followed by three performances for over 4,000 children at Glasgow Royal Concert Hall and for 8,500 children in Edinburgh, Dundee, Perth, and Aberdeen. Created in partnership with Visible Fictions, *Gaspard's Foxtrot* was written by Classic FM presenter and former BBC radio newsreader Zeb Soanes, with an orchestral score by Jonathan Dove. James Mayhew's illustrations were brought to life in the accompanying animated film, directed by Dougie Irvine.



Young People

Youth Advisory Board

Throughout the year, the eight Youth Advisory Board members (aged 16-19) met with the RSNO's Senior Management Team for regular 1-2-1 coaching and mentorship sessions.

Summer Leaders in Edinburgh

In August, the RSNO delivered a music leadership workshop for young people (aged 16-21) led by performer and movement director Jim Manganello, RSNO musician Peter Dykes, and RSNO Youth Advisory Board member Zoe.

Directors' Report

STRATEGIC REPORT: PERFORMANCES AND ACHIEVEMENTS (Continued)

Young Creatives

The first Young Creatives project saw 66 participants (aged 14-18) collaboratively devise a toolkit of creative prompts, which was then used by the summer cohort of digital Young Creatives. In the autumn, an in-person version of this new youth-led skills development project was piloted. Working with musicians and staff, young people will devise and deliver a side-by-side concert premiering in Glasgow in 2022.



Special Ticket Offers

More than 1,400 under 26s and individuals in full-time education took up special ticket offers.

Early-Career Composers and Musicians

Notes from Scotland

Throughout the year, composers Oliver Searle and Jay Capperault delivered a mentorship scheme for 10 young composers aged 14-18 living in Scotland.

Composers' Hub

In its seventh year, the RSNO Composers' Hub provided 12 composers in the early stages of their career with the opportunity to write for orchestra in a range of different contexts. As part of the 2021:22 Season, the Orchestra gave the world premieres of the pieces by the 2019:20 winner Carlijn Metselaar (*Into the Living Mountain*) and the 2020:21 winner Jasper Dommert (*Dreams of Isolation*).

RSNO/Royal Conservatoire of Scotland Apprenticeship

In May 2021, the RSNO delivered a Concerto Day for RCS students with RSNO Assistant Conductor Kellen Gray, and a Conductor's Day with Martyn Brabbins. Following auditions in November, 15 RCS students were selected to take part in the RSNO's 2022 Professional Experience Scheme.

West of Scotland Schools Orchestra Masterclasses

During the summer, 15 RSNO musicians delivered Inspire Sessions (a series of online masterclasses for the West of Scotland Schools Orchestra Trust) and took part in an online side-by-side performance of Jay Capperault's new piece *Westering Echoes* with WSSO members.

Singers of All Ages

RSNO Chorus

After almost 18 months of virtual rehearsals on Zoom, the RSNO Chorus returned to in-person rehearsals in August 2021. In October, they returned to the Glasgow Royal Concert Hall to perform Haydn's *Creation*, with new poetry from writer and performer Hollie McNish. As present Chorus Director Gregory Batsleer moves on, the RSNO has appointed Stephen Doughty as the new Chorus Director from September 2022.



Directors' Report

STRATEGIC REPORT: PERFORMANCES AND ACHIEVEMENTS (Continued)

Junior Chorus

Throughout the year, the six choirs of the RSNO Junior Chorus continued to meet for both virtual and in-person rehearsals. The highlight of 2021 was the performance for COP26 delegates at the Glasgow Science Centre in November. Directed by Patrick Barrett, the young choristers performed *Green Songs* by Bob Chilcott and a trio of specially commissioned *Assembly Songs* by composers Errollyn Wallen, Shruthi Rajasekar, and Claire McCue.



Chorus Academy

More than 50 RSNO Chorus Academy members continued to rehearse both in person and online with the Chorus Academy, which is open to all, without audition.

Dundee Workplace Choir

Led by Scottish soprano Aimee Toshney, nearly 30 employees of DC Thomson, Leisure & Culture Dundee and V&A Dundee continued to come together for virtual Zoom rehearsals in the first half of 2021.

Community Engagement

Community Orchestra

The RSNO Community Orchestra brought together more than 200 amateur musicians aged 8-80 from across the country for both virtual and in-person sessions. In June 2021, the members delivered an online world premiere of *Interlaced*, a new piece by composer Jay Capperault.



Community Pop-Ups

During the summer, RSNO ensembles performed at two National Trust for Scotland properties: Culzean Castle and Newhailes Estate. Together with partner ScotRail, the Orchestra also performed at the opening of Glasgow's new Queen Street Station, and marked COP26 with a performance at Edinburgh's Haymarket Station.

Community Partnerships

As well as fostering the relationships with our existing third sector partners (e.g. Glasgow Association for Mental Health, Starcatchers, Scottish Book Trust), we have established several new relationships with Scotland-wide organisations, including Refuweegee, Bòrd na Gàidhlig, Alzheimer Scotland, YouthLink, and others.



Directors' Report

STRATEGIC REPORT: PERFORMANCES AND ACHIEVEMENTS (Continued)

Healthcare Settings

ST/ART Project with Tayside Healthcare Arts Trust

Composer Matilda Brown delivered online music sessions for six brain injury survivors, alleviating feelings of loneliness and anxiety that had been aggravated during the pandemic. The project culminated in May 2021 with an online sharing event, *Moving into the Light*.

Pop-Ups in Care Settings

Throughout the year, RSNO musicians delivered six pop-up performances in care settings in Glasgow, Dundee, and Aberdeenshire, nurturing the happiness and well-being of over 170 isolated individuals in care homes and hospitals.

CHAS Digital Memorial Service

In June 2021, RSNO musicians performed at a virtual Remembering Day Service, hosted annually by Children's Hospices Across Scotland (CHAS). The event gave bereaved families an opportunity to gather to remember their children. The RSNO also contributed music to the annual CHAS Candlelight Service at Christmas.

Digital Care Packages

The RSNO distributed free Digital Care Packages featuring three online concerts to partners at Balhousie Care Group (26 care homes across Scotland), the network of 16 Scottish hospices, and Sense Scotland (a disability services charity).

Alzheimer Scotland Virtual Resource Centre

In September 2021, the RSNO provided access to a digital performance of Beethoven's Symphony No7 to Alzheimer Scotland for the launch of their brand-new Virtual Resource Centre.



Directors' Report

FINANCIAL REVIEW

The year ended 31 March 2022 was a challenging one as Covid-19 continued to cause issues for live performances in the year. For the first half of the financial year the Orchestra produced concerts digitally and continued to engage with customers through that medium. Live performances were then re-introduced from May 2021, however, audiences were initially distanced and then remained reduced until the end of the year resulting in a significant reduction in concert income, which at £652,506 was £746k lower than pre-Covid levels.

Against this challenging backdrop, we were greatly appreciative of the support from the Scottish Government and the HMRC Job Retention Grant, which supported the organisation through the year as well as the ongoing Orchestra Tax Credit. Income from the Covid-19 Job Retention Scheme Grant amounted to £760,501 (2021: £1,707,187). There was an overall surplus (Income & Expenditure Accounts – see Note 3) of £110,933 (2021: £557,993). Core income increased this year by £552,527 from £7,230,139 in 2021 to £7,782,666, an 8% increase, however, it is worth noting that the income in 2020 pre-pandemic was £9,012,535. Core expenditure has increased by 14% from £7,100,432 in 2021 to £8,084,675.

Included in Sponsorship & Corporate Partnerships income are donated goods and services totalling £45.5k (2021: £78k). We are extremely grateful to our photocopier, travel and accommodation partners for their valuable support.

The balance sheet concluded, with total funds of £6,759,649 (2021: £4,196,066), an increase of £2,563,583 in the year. This is primarily as a result of the non-cash FRS102 pension valuation. The FRS102 pension calculation is based on assumptions held in Note 23. The increase in the RPI assumption from 3.25% at March 2021 to 3.7% at March 2022 and an increase in the discount rate from 1.95% at March 2021 to 2.65% in March 2022 has resulted in this significant swing. It should also be noted that the carrying value of the Society's leasehold interest in the RSNO Centre £9,158,362 (2021: £9,431,712) could not be realised as cash. Cash balances reduced to £2,115,614 (2021: £2,802,150).

The Society's subsidiary company, Royal Scottish National Orchestra Society (Properties) Limited is currently dormant and consolidated financial statements are not required on the basis of materiality.

The Society's principal sources of funding are the Scottish Government, local authorities, grant making trusts, individuals and companies.

Unrestricted reserves (excluding designated reserves) at 31 March 2022 have a surplus balance of £1,312,898 (2021: £1,656,854). The deficit on the pension reserve has reduced to £3,289,000 (2021: £5,849,000) (note 23). In 2021 the Society received a long term loan of £3,050,000 towards the pension deficit. This loan allows the payments to be relatively fixed for the foreseeable future and ensure cashflow is managed going forward. The New Home reserve ended the year with £9,158,362 (2021: £9,431,712) and other designated reserves of £1,310,215 (2021: £1,116,356). This therefore results in an overall unrestricted reserves surplus of £5,564,475 (2021: £3,305,922). The Directors are satisfied that it is appropriate to prepare the financial statements on the going concern basis given the future revenue funding secured, the expectation that the Scottish Government will continue to fund the Society and the long term nature of the pension deficit repayment plan.

The principal restricted reserves are unspent funds for New Home: New Ambitions of £308,787 (2021: £308,787), and the Iain and Pamela Sinclair legacy, which will primarily be expended on recording and broadcasting, has reduced to £155,507 (2021: £181,100). The instrument bequest fund relates to a cello donated to the orchestra, the fund for which is held at £50,000 (2021: £50,000). Other restricted funds held amount to £291,872 (2021: £285,841). The Wellbeing Fund has decreased to £48,508 (2021: £64,416). A new restricted fund has been set up to support project grants and has a balance of £340,500 at 31 March 2022 (2021: £nil).

Directors' Report

FINANCIAL REVIEW (Continued)

Fixed Assets

During the year an investment of £296,576 was made in a new control room, the main portion being an SSL Mixing desk. It is anticipated that this investment will increase income by encouraging new film and television recording to be undertaken. A new Euro 6 truck was purchased at a cost of £85k. There were no other changes to the fixed asset policy.

Reserves Policy

The Society's policy on restricted funds is to separately record donations, grants and other sources of funding where restrictions are imposed that are narrower than the Society's overall objectives. Where this income has not been fully utilised in the year for their purpose, the balance on the fund is detailed in Note 17. Balances on these funds will be expended in the coming years in line with the terms of the grants. The Society's policy on unrestricted funds is to have unrestricted net current assets, excluding designated funds, of between 6% and 8% of Core Operations expenditure. Actual unrestricted net current assets is currently in surplus of £53,200 (2021: £790,028) (see note 18) this is 0.7% of income (2021: 11%). The drop in reserves is due to the reduction in income due to Covid and it is anticipated this will return to normal levels during the next year.

Principal Risks and Uncertainties

The Board of Directors regularly reviews the principal risks facing the Society. The principal risks currently identified are: stability of short, medium and long term Scottish Government funding in the currently challenging public finance environment, the stability of our funding when the increases to Orchestra Tax Relief changes in 2024 onwards and maintaining and growing the Orchestra's support base. All these issues have the potential to significantly and adversely impact the Society's finances and the Board and the executive are active in pursuing actions to mitigate these risks.

Plans for Future Periods

Three enduring and inter-related themes reflect RSNO ambitions and underpin the work of the Orchestra:

- Commitment to **musical excellence**
- Commitment to **communities, audiences and society**
- Commitment to **RSNO people** and the **wider sector**

The RSNO's strategic priority areas for 2022:23 and beyond are:

Producing world-class performances

The RSNO is committed to creating new partnerships and strengthening existing artistic relationships. The future ambition to programme high profile artists cements the RSNO's reputation as Scotland's flagship orchestra and, in turn, generates commercial touring opportunities.

Presenting new work and diverse talent

The Orchestra is dedicated to presenting new and diverse work. Areas of focus for future years include: a development of the Polska music relationship exploring links between Scotland and Poland; Nordic Music Days; a focus on compositions by women and Scotch Snaps which profiles the work of contemporary composers born or living in Scotland.

Engaging young people

From babies to young adults, the RSNO is continuing to build a wide range of activities for young people. A key objective is to create the RSNO Library of Orchestral Tales – a brand new digital and live resource which connects stories and music for children.

Creating music to enhance good health and wellbeing

The RSNO will develop key partnerships to enrich the lives of care home residents, brain injury survivors, people living with dementia and adults with disabilities. The RSNO will bring together amateur musicians and singers as we continue to build our Choruses and Community Ensembles.

Pursuing RSNO and sector innovation

The RSNO is committed to being an organisation that pioneers new modes and models of engagement. This approach is the key to our future financial security and environmental sustainability. A central objective is to develop Scotland's Studio to create new income streams and reach new markets. Environmental sustainability continues to be pioneered by new models of delivery including the development of hybrid live and digital concert initiatives for audiences, nursery/school pupils and the elderly.

Directors' Report

FINANCIAL REVIEW (Continued)

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Royal Scottish National Orchestra Society Limited is a charitable company limited by guarantee, governed by its Memorandum and Articles of Association dated 8th July 1950 and amended to allow for current governance arrangements in June 2002, June 2011 and August 2012. It is a registered charity.

Organisational Structure

The Board of Directors, which can have up to 19 members, administers the charitable company. The Board meets every two months and there are subcommittees covering Finance, Remuneration and Nominations. The Finance Committee meets monthly, the Nominations Committee meets at least twice annually and the Remuneration committee meetings at least once per year. The Chief Executive is appointed by the Directors to manage the day to day operations of the charitable company.

The membership of the Society comprises Directors, employed musicians who have been employees for more than one year, senior management team where they have been employees for more than one year, additional local authority representatives from Edinburgh (1) and Glasgow (1), and the chairs of the four RSNO Circle Committees from Aberdeen, Dundee, Edinburgh and Glasgow.

The Board are responsible for the recruitment of the Chief Executive, organisational governance and strategy. Day-to-day organisational management is the responsibility of the Chief Executive who is responsible for employee recruitment, operational decision making and organisational development.

The Group consists of the following entities:

- The Royal Scottish National Orchestra Society Limited: a charitable company limited by guarantee registered in Scotland with Companies House and the Office of the Scottish Charity Regulator; and
- The Royal Scottish National Orchestra Society (Properties) Limited: a charitable company limited by guarantee registered in Scotland with Companies House and the Office of the Scottish Charity

Regulator. All the directors of this charitable company are chosen from the current directors of the parent and is wholly controlled by the parent.

The Royal Scottish National Orchestra Society (Properties) Limited did not trade during the prior and current year. The result and Balance Sheet of the subsidiary has not been consolidated on the grounds of lack of materiality.

Appointment of Directors

As set out in the Articles of Association, as amended following the EGM on 3rd June 2011, the Directors will consist of 6 Player Directors, 10 Elected Directors, 2 Nominated Directors and a Chief Executive Director. Player and Elected Directors can serve for a 3 year period and can be re-elected for a further 3 year period, at which time they will retire by rotation. As amended following the EGM of 24th August 2012, in exceptional circumstances the term of an elected Director can be extended by one year. Nominated Directors are Directors appointed by Glasgow City Council and the City of Edinburgh Council. Directors are elected by the Society's membership at the AGM.

Director Training

On appointment, Directors receive an induction which aims to give them sufficient knowledge of the organisation and of their roles to enable them to carry out their responsibilities as Directors. In addition the Chairman meets with all Directors annually to discuss their roles as Directors, and the Board has an annual away day during which training, appropriate to the strategic issues under review, is undertaken.

Key Management Personnel Remuneration

The Remuneration Committee reviews the remuneration of the Chief Executive and senior management team and makes recommendations to the Board. Relevant benchmarking with both national and international organisations is undertaken as part of this process. The Society's key management personnel comprise the Senior Management Team, namely the Chief Executive, the Chief Operating Officer, the Director of Concerts, the Director of External Relations and the Director of Learning & Engagement.

Directors' Report

FINANCIAL REVIEW (Continued)

Related Parties

Glasgow City Council and the City of Edinburgh Council each nominate a Director and Glasgow City Council provides funding to enable the charitable company to carry out its charitable objectives.

REFERENCE AND ADMINISTRATIVE DETAILS

The Royal Scottish National Orchestra Society Ltd Charitable Company registered in Scotland
Company Number: SC027809
Scottish Charity Number: SC010702

The directors serving during the year and up to date on approval of the Financial Statements were:

<p>Elected Directors Dame Susan Bruce DBE (Chair) John Heasley (Honorary Treasurer) Hugh Bruce-Watt Kat Heathcote Linda Holden Neil McLennan Costa Pilavachi Gurjit Singh Lalli David Robinson Jane Wood</p> <p>Chief Executive Director Alistair Mackie</p> <p>Player Directors Dávur Juul Magnussen Sophie Lang Kennedy Leitch (resigned 26 August 2021) Janet Richardson (resigned 26 August 2021) Paul Philbert Lorna Rough Helen Brew (appointed 22 October 2021) David Hubbard (appointed 22 October 2021)</p> <p><i>Assessor for the RSNO Foundation</i> Gordon Murray <i>Secretary</i> Gordon Murray</p>	<p>Registered Office and Principal Office 19 Killermont Street Glasgow G2 3NX</p> <p>Auditor Azets Audit Services Titanium 1 King's Inch Place Renfrew Glasgow PA4 8WF</p> <p>Bankers Bank of Scotland Glasgow Argyle Street Branch 167–201 Argyle Street Glasgow G2 8BU</p> <p>Nominated Directors Glasgow City Council: Cllr Frank Docherty City of Edinburgh Council: Cllr Lezley Marion Cameron</p>
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Directors' Report

FINANCIAL REVIEW (Continued)

DIRECTORS' AND TRUSTEES' RESPONSIBILITIES

The Directors of the Society are those listed in the Reference and Administrative Details on page 20.

The Directors are responsible for preparing the Directors' Report (incorporating the Strategic Report) and the financial statements in accordance with applicable law and regulations.

Charity and company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities' SORP (FRS 102)
- make judgements and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going-concern basis unless it is inappropriate to presume that the charitable company will continue in business

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy, at any time, the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts

(Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DISCLOSURE OF INFORMATION TO THE AUDITOR

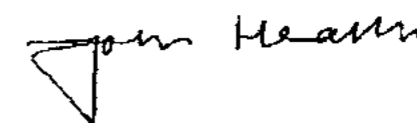
As far as each of the Directors at the time the report is approved are aware:

- there is no relevant information of which the charitable company's auditor is unaware; and
- the Directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of the information.

AUDITOR

Azets Audit Services have expressed their willingness to continue in office as auditor and will be proposed for re-appointment at the Annual General Meeting.

The Directors' Report incorporating the Strategic Report has been approved by order of the Board.



John Heasley
DIRECTOR

Dated: 25 July 2022

Independent Auditor's Report

TO THE MEMBERS AND DIRECTORS OF THE ROYAL SCOTTISH NATIONAL ORCHESTRA SOCIETY LTD
FOR THE YEAR ENDED 31 MARCH 2022

Opinion

We have audited the financial statements of the Royal Scottish National Orchestra Society Limited (the charitable company) for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, the Analysis of Net Debt and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Directors' Report (incorporating the Strategic Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report (incorporating the Strategic Report) has been prepared in accordance with applicable legal requirements.

Independent Auditor's Report

TO THE MEMBERS AND DIRECTORS OF THE ROYAL SCOTTISH NATIONAL ORCHESTRA SOCIETY LTD
FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report (incorporating the Strategic Report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the directors

As explained more fully in the directors' responsibilities statement set out on page 17, the directors (who are the directors for the purposes of company law and trustees for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities is available on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

EXTENT TO WHICH THE AUDIT WAS CONSIDERED CAPABLE OF DETECTING IRREGULARITIES INCLUDING FRAUD

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the FRC's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the charitable company, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the charitable company is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the charitable company that were contrary to applicable laws and regulations, including fraud.

Independent Auditor's Report

TO THE MEMBERS AND DIRECTORS OF THE ROYAL SCOTTISH NATIONAL ORCHESTRA SOCIETY LTD
FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), taxation legislation and data protection, anti-bribery, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and the charitable company's legal advisors.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of

how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's directors, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Our audit work has been undertaken so that we might state to the charitable company's members, as a body, and the charitable company's directors, as a body, those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable

Independent Auditor's Report

TO THE MEMBERS AND DIRECTORS OF THE ROYAL SCOTTISH NATIONAL ORCHESTRA SOCIETY LTD
FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

company, the charitable company's members, as a body, and the charitable company's directors, as a body, for our audit work, for this report, or for the opinions we have formed.

Allison Gibson, Senior Statutory Auditor For and on behalf of Azets Audit Services, Statutory Auditor

Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
Azets Audit Services
Chartered Accountants
Titanium 1
King's Inch Place
Renfrew
PA4 8WF

Dated: 3 August 2022

Statement of Financial Activities

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022			2021		
		Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
		£	£	£	£	£	£
INCOME & ENDOWMENTS FROM:							
Donations and Legacies		5,254,181	346,531	5,600,712	4,915,973	137,159	5,053,132
Job Retention Scheme Grant		760,501	-	760,501	1,707,187	-	1,707,187
Charitable Activities		1,027,189	-	1,027,189	281,123	-	281,123
Orchestra Tax Relief		668,373	-	668,373	211,853	-	211,853
Other Trading Activities		57,683	-	57,683	59,793	-	59,793
Investments and Other		15,301	-	15,301	4,125	-	4,125
TOTAL INCOME	5	7,783,228	346,531	8,129,759	7,180,054	137,159	7,317,213
EXPENDITURE ON:							
Raising Funds		187,491	-	187,491	161,110	-	161,110
Charitable Activities		7,563,184	41,501	7,604,685	6,370,322	-	6,370,322
Grants Outgoing		500,000	-	500,000	500,000	-	500,000
TOTAL EXPENDITURE	6	8,250,675	41,501	8,292,176	7,031,432	-	7,031,432
NET (EXPENDITURE) / INCOME	10	(467,447)	305,030	(162,417)	148,622	137,159	285,781
Transfers Between Funds	17	-	-	-	105,540	(105,540)	-
Other Recognised Gains and Losses							
Actuarial Gains / (Loss) on Defined Benefit Pension Schemes	23	2,726,000	-	2,726,000	(2,749,000)	-	(2,749,000)
NET MOVEMENT IN FUNDS		2,258,553	305,030	2,563,583	(2,494,838)	31,619	(2,463,219)
Reconciliation of Funds:							
Total Funds Brought Forward	17	3,305,922	890,144	4,196,066	5,800,760	858,525	6,659,285
TOTAL FUNDS CARRIED FORWARD	17	5,564,475	1,195,174	6,759,649	3,305,922	890,144	4,196,066

The Statement of Financial Activities includes all gains and losses recognised in the year.

All items dealt with in arriving at the results above related to continuing operations.

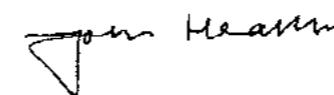
The notes form part of these financial statements.

Balance Sheet

FOR THE YEAR ENDED 31 MARCH 2022

	Note	Total Funds 2022	Total Funds 2021
		£	£
FIXED ASSETS			
Tangible assets	12	10,429,376	10,309,854
CURRENT ASSETS			
Debtors	13	1,339,122	833,035
Cash at bank and in hand		2,115,614	2,802,150
		3,454,736	3,635,185
CURRENT LIABILITIES			
Creditors: Amounts falling due within one year	14	(1,029,463)	(971,973)
NET CURRENT ASSETS			
		2,425,273	2,663,212
Creditors: Amounts falling due after more than one year	15	(2,806,000)	(2,928,000)
NET ASSETS excluding pension scheme			
		10,048,649	10,045,066
Pension Liability	23	(3,289,000)	(5,849,000)
NET ASSETS including pension liability			
	17 / 18	6,759,649	4,196,066
RESERVES			
Restricted Funds	17 / 18	1,195,174	890,144
Unrestricted Funds			
Reserves from ordinary activities	17 / 18	1,312,898	1,656,854
Designated reserves	17 / 18	10,468,577	10,548,068
Pension Reserve	17 / 18	(3,289,000)	(5,849,000)
Loan Reserve	17 / 18	(2,928,000)	(3,050,000)
Total Unrestricted Funds		5,564,475	3,305,922
TOTAL FUNDS		6,759,649	4,196,066

The financial statements were approved and authorised by the Board of Directors on 6 July 2022 and were signed on its behalf by John Heasley, Honorary Treasurer.



John Heasley, Honorary Treasurer
Dated: 25 July 2022

Scottish Charity No: SC010702

Company No: SC027809

The notes form part of these financial statements

Statement of Cashflows

FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £	2021 £
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash used in operating activities	22	(57,310)	(1,849,876)
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividends, interest and rents from investments		562	3,114
Purchase of property, plant and equipment	12	(513,788)	(262,339)
Proceeds from disposals of property, plant and equipment	12	6,000	-
Net cash used in investing activities		(507,226)	(259,225)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payment of Scottish Government Loan	15	(122,000)	-
Receipt of Loan Funds	15	-	3,050,000
Net cash (used in) / generated from financing activities		(122,000)	3,050,000
Change in cash and cash equivalents in the year		(686,536)	940,899
Cash and cash equivalents at the beginning of the year		2,802,150	1,861,251
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		2,115,614	2,802,150

Analysis of Net Debt

FOR THE YEAR ENDED 31 MARCH 2022

	At 1 April 2021 £	Cashflows £	At 31 March 2022 £
Cash and cash equivalents	2,802,150	(686,536)	2,115,614
Loan	(3,050,000)	122,000	(2,928,000)
	(247,850)	(564,536)	(812,386)

The notes form part of these financial statements.

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022

1: GENERAL INFORMATION AND PRINCIPAL ACCOUNTING POLICIES

General Information

These financial statements are presented in pounds sterling (GBP) as that is the currency in which the charitable company's transactions are denominated. They comprise the financial statements of the charitable company only.

The principal activity of the Society is to administer the Royal Scottish National Orchestra which gives performances of symphonic operative and choral music.

The society is a charitable company and is limited by guarantee, incorporated in the United Kingdom and registered in Scotland. It is recognised as a charity for tax purposes by HMRC and is registered with the Office of the Scottish Charity Regulator (OSCR) under charity number SC010702. In the event of the winding up of the charitable company a member is liable to contribute a sum not exceeding £1. Details of the registered office and company registration number can be found on page 20.

Basis of accounting

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' ("FRS 102") (United Kingdom Generally Accepted Accounting Practice), the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)', the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended).

The Society meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires directors to exercise their judgement in the process of applying the accounting policies (see note 2).

The principal accounting policies applied in the preparation of these financial statements are noted below. These policies have been applied consistently to all the years presented in dealing with items which are considered material in relation to the charitable company's financial statements unless otherwise stated.

Preparation of the accounts on a going concern basis

The charitable company is dependent on grants from the Scottish Government. Budgets and cash flow projections to 31 March 2024 have been prepared and the Directors believe that adequate funding from this source will be made available for that period. The Directors therefore consider it is appropriate to prepare the accounts on a going concern basis.

Basis of consolidation

These financial statements are for the charitable company only. The result and Balance Sheet of the subsidiary undertaking, The Royal Scottish National Orchestra Society (Properties) Ltd, has not been consolidated on the grounds of lack of materiality. The subsidiary was dormant during the current and prior year.

Income

Income, whether capital or revenue including revenue grants from the Scottish Government, is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Legacies are recognised on receipt, except when the value of the legacy is notified to the charitable company in advance and the amount is material.

Income received in advance of a concert or recording is deferred until the completion of the performance or recording.

Donated goods and services

The value of donated goods and services are calculated with reference to the estimated fair value of the goods and services provided.

Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the Directors in furtherance of the general objectives of the charitable company and that have not been designated for other purposes.

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

Designated funds are unrestricted funds earmarked by the Directors for particular purposes.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Allocation of support costs

The Society recognises support and governance costs as those which cannot be directly attributed to an individual activity but which support the general activity of the organisation or enable it to meet its legal governance obligations.

Where costs cannot be directly attributed to particular headings, e.g. support costs, they have been allocated to the cost of the Society's activities in proportion to each activity's direct costs. One-off grant expenditure, such as to the RSNO Foundation, will not incur support costs as these grants are not regular activity for the Society.

Operating leases

The charitable company classifies certain office equipment and leased pianos as operating leases as the title to the equipment remains with the lessor and the equipment is replaced every few years. Rental charges are charged on a straight line basis over the term of the lease.

Finance leases

The charitable company classifies its lease on the RSNO Centre as a finance lease as the length of the lease, 50 years, is in line with the estimated economic life of the property. The initial lease premium is amortised on a straight line basis for the length of the lease, up until the first break clause at 40 years. The annual peppercorn rent is charged at its nominal value in each year's accounts.

The Society's leasehold asset is its 50 year lease on its facilities within Glasgow Royal Concert Hall which commenced in September 2015. It is stated in the

accounts at cost to the Society less depreciation on the basis that the present value of the commercial cost of leasing the rehearsal, performance, learning, office, and storage accommodation is estimated to be more than the carrying value.

Tangible fixed assets

All tangible fixed assets over £1,000 are capitalised and included at cost, including any incidental expenses of acquisition.

Music library and some instruments are not depreciated, as the residual value of these assets would be in excess of the cost.

The cost of other fixed assets is written off over their expected useful lives at the following rates:

- Leasehold buildings 2.5% straight line
- Instruments 0 - 10% reducing balance
- Furniture & equipment 10% reducing balance
- Computers and Studio Equipment 10% - 20% straight line
- Vehicles 25% straight line

Directors undertake an annual assessment to consider whether any impairment has occurred in the value of the assets.

Debtors

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The Society only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

Pensions

During the year the Society operated two pension schemes: 1. The RSNO Pension Scheme, a defined benefit scheme operated under separate trust which closed to new members on 1st April 2008 and closed to additional accruals from 1st October 2016, and 2. A Stakeholder Group Personal Pension Scheme, a defined contribution scheme.

The annual cost of the defined benefit RSNO Pension Scheme and the valuation of the scheme's deficit have been calculated in accordance with FRS 102, details of which can be found in Note 23.

The annual cost of the defined contribution scheme is the employer contributions made on behalf of the employees in the year.

2: CRITICAL JUDGEMENTS AND ESTIMATES

In preparing the financial statements Directors make estimates and assumptions which affect reported results, financial position and disclosure of contingencies. Use of available information and application of judgement are inherent in the formation of the estimates, together with past experience and expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

The estimates and assumptions with a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

- The carrying value of leasehold buildings is depreciated cost, on the basis that the present value of the commercial cost of leasing the rehearsal, performance, learning, office, and storage accommodation (value-in-use) is estimated to be more than the carrying value. Changes in the estimates of an equivalent commercial rental or estimated discount rates could result in the value-in-use falling below the carrying value which would impair the value of leasehold buildings in the accounts. It should be noted that there is a significant degree of estimation in the calculation of the commercial rent as there is not a market

for long leases of comparable rehearsal and performance spaces.

- The depreciation rates have been deemed to be appropriate for the class of assets.
- The pension assumptions have been deemed to be appropriate based on actuarial advice.

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

3: INCOME & EXPENDITURE ACCOUNT

2022	Core operations	Other Restricted Reserves	Iain and Pamela Sinclair	Project Grant Fund	Wellbeing Fund	FRS 102 Pension Scheme Items	2022 Total
	£		£	£		£	£
TURNOVER							
Activities							
Concerts	633,571	-	-	-	-	-	633,571
Hired Engagements Media and Tours	326,906	-	-	-	-	-	326,906
Learning & Engagement	18,269	-	-	-	-	-	18,269
Choruses	29,508	-	-	-	-	-	29,508
Total Activities	1,008,254	-	-	-	-	-	1,008,254
Grants Receivable	4,381,486	-	-	-	-	-	4,381,486
Donations	872,695	6,031	-	340,500	-	-	1,219,226
Sponsorship & Corporate Partnerships	55,500	-	-	-	-	-	55,500
Events	250	-	-	-	-	-	250
TOTAL TURNOVER	6,318,185	6,031	-	340,500	-	-	6,664,716
OTHER OPERATING INCOME							
Job Retention Scheme Grant	760,501	-	-	-	-	-	760,501
Orchestra Tax Relief	668,373	-	-	-	-	-	668,373
Digital Projects	27,368	-	-	-	-	-	27,368
Surplus on Disposal of Fixed Assets	6,000	-	-	-	-	-	6,000
Miscellaneous income	2,239	-	-	-	-	-	2,239
TOTAL OTHER OPERATING INCOME	1,464,481	-	-	-	-	-	1,464,481
TOTAL INCOME	7,782,666	6,031	-	340,500	-	-	8,129,197
EXPENDITURE							
Staff Costs	4,714,275	-	-	-	-	(169,000)	4,545,275
Grants Outgoing	500,000	-	-	-	-	-	500,000
Depreciation	394,266	-	-	-	-	-	394,266
Own & Joint Promotion Concerts	1,413,276	-	-	-	-	-	1,413,276
Hired Engagements, Media and Tours	176,744	-	-	-	-	-	176,744
Learning & Engagement	177,779	-	-	-	-	-	177,779
Choruses	115,555	-	-	-	-	-	115,555
Digital Projects	35,260	-	25,593	-	-	-	60,853
Fundraising	28,138	-	-	-	-	-	28,138
General overhead and property costs	529,382	-	-	-	15,908	221,000	766,290
TOTAL EXPENDITURE	8,084,675	-	25,593	-	15,908	52,000	8,178,176
INTEREST RECEIVABLE AND SIMILAR INCOME	562	-	-	-	-	-	562
INTEREST PAYABLE AND SIMILAR CHARGES	-	-	-	-	-	114,000	114,000
(DEFICIT) / SURPLUS ON ORDINARY ACTIVITIES BEFORE AMORTISATION OF CAPITAL GRANTS	(301,447)	6,031	(25,593)	340,500	(15,908)	(166,000)	(162,417)
TRANSFER OF CAPITAL GRANTS	273,350	-	-	-	-	-	273,350
(DEFICIT)/SURPLUS ON ORDINARY ACTIVITIES	(28,097)	6,031	(25,593)	340,500	(15,908)	(166,000)	110,933

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

3: INCOME & EXPENDITURE ACCOUNT (Continued)

2021	Core operations	Strategic Fund	Wellbeing Fund	FRS 102 Pension Scheme Items	2021 Total
	£	£	£	£	£
TURNOVER					
Activities					
Concerts	107,864	-	-	-	107,864
Hired Engagements Media and Tours	111,532	-	-	-	111,532
Learning & Engagement	6,087	-	-	-	6,087
Choruses	45,590	-	-	-	45,590
Total Activities	271,073	-	-	-	271,073
Grants Receivable	4,111,000	-	64,416	-	4,175,416
Donations	860,172	19,544	-	-	879,716
Sponsorship & Corporate Partnerships	58,150	-	-	-	58,150
Events	(357)	-	-	-	(357)
TOTAL TURNOVER	5,300,038	19,544	64,416	-	5,383,998
OTHER OPERATING INCOME					
Job Retention Scheme Grant	1,707,187	-	-	-	1,707,187
Orchestra Tax Relief	211,853	-	-	-	211,853
Digital Projects	10,050	-	-	-	10,050
Miscellaneous income	1,011	-	-	-	1,011
TOTAL OTHER OPERATING INCOME	1,930,101	-	-	-	1,930,101
TOTAL INCOME	7,230,139	19,544	64,416	-	7,314,099
EXPENDITURE					
Staff Costs	4,886,835	-	-	(332,000)	4,554,835
Grants Outgoing	500,000	-	-	-	500,000
Depreciation	363,772	-	-	-	363,772
Own & Joint Promotion Concerts	420,520	-	-	-	420,520
Hired Engagements, Media and Tours	109,471	-	-	-	109,471
Learning & Engagement	102,281	-	-	-	102,281
Choruses	99,322	-	-	-	99,322
Digital Projects	9,082	-	-	-	9,082
Fundraising	23,954	-	-	-	23,954
General overhead and property costs	546,456	-	-	125,000	671,456
Loss on Disposal of Assets	38,739	-	-	-	38,739
TOTAL EXPENDITURE	7,100,432	-	-	(207,000)	6,893,432
INTEREST RECEIVABLE AND SIMILAR INCOME	3,114	-	-	-	3,114
INTEREST PAYABLE AND SIMILAR CHARGES	-	-	-	138,000	138,000
SURPLUS ON ORDINARY ACTIVITIES BEFORE AMORTISATION OF CAPITAL GRANTS	132,821	19,544	64,416	69,000	285,781
TRANSFER OF CAPITAL GRANTS	272,212	-	-	-	272,212
SURPLUS ON ORDINARY ACTIVITIES	405,033	19,544	64,416	69,000	557,993

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

4: RECONCILIATION: INCOME & EXPENDITURE ACCOUNT TO STATEMENT OF FINANCIAL ACTIVITIES

	2022	2021
	£	£
RECONCILIATION TO STATEMENT OF FINANCIAL ACTIVITIES		
(Deficit)/Surplus on ordinary activities	110,933	557,993
Amortisation of capital grants fully recognised in previous years' Statements of Financial Activities	(273,350)	(272,212)
NET (EXPENDITURE)/INCOME RECOGNISED IN THIS YEAR'S STATEMENT OF FINANCIAL ACTIVITIES	(162,417)	285,781

5: INCOME

	2022			2021		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£	£	£	£
INCOME AND ENDOWMENTS FROM:						
Donations & Legacies						
Scottish Government	4,211,086	340,500	4,551,586	3,961,000	94,416	4,055,416
Local Authorities	170,400	-	170,400	150,000	-	150,000
Trusts, Individuals and Legacies	872,695	6,031	878,726	804,973	42,743	847,716
	5,254,181	346,531	5,600,712	4,915,973	137,159	5,053,132
Charitable Activities						
Concerts: Own and Joint Promotions	652,506	-	652,506	117,914	-	117,914
Hired Engagements, Media & Tours	326,906	-	326,906	111,532	-	111,532
Learning & Engagement	18,269	-	18,269	6,087	-	6,087
Choruses	29,508	-	29,508	45,590	-	45,590
	1,027,189	-	1,027,189	281,123	-	281,123
Other Trading Activities						
Sponsorship & Corporate Partnerships	55,500	-	55,500	58,150	-	58,150
Digital Team	1,933	-	1,933	-	-	-
Events	250	-	250	1,643	-	1,643
	57,683	-	57,683	59,793	-	59,793
Investments and Other						
Job Retention Scheme Grant	760,501	-	760,501	1,707,187	-	1,707,187
Orchestra Tax Relief	668,373	-	668,373	211,853	-	211,853
Bank Interest	562	-	562	3,114	-	3,114
Surplus on Disposal of Fixed Assets	6,000	-	6,000	-	-	-
Miscellaneous Income	8,739	-	8,739	1,011	-	1,011
	1,444,175	-	1,444,175	1,923,165	-	1,923,165
TOTAL INCOME AND ENDOWMENTS	7,783,228	346,531	8,129,759	7,180,054	137,159	7,317,213

Unrestricted grants from the Scottish Government are for the support of the general activities of the RSNO. There were two restricted grants from the Scottish Government of £340,500. This funding is for various projects which will be undertaken in 2022/23.

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

6: EXPENDITURE

	2022			2021		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£	£	£	£
EXPENDITURE ON:						
Raising Funds						
Events, Sponsorship and Other Fundraising	187,491	-	187,491	161,110	-	161,110
	187,491	-	187,491	161,110	-	161,110
Charitable Activities						
Orchestra & Concerts Department	4,599,991	15,908	4,615,899	5,003,939	-	5,003,939
Concerts: Own & Joint Promotions	2,112,148	-	2,112,148	830,111	-	830,111
Hired Engagements, Media & Tours	269,957	-	269,957	140,951	-	140,951
Learning & Engagement	361,795	-	361,795	223,186	-	223,186
Choruses	183,562	-	183,562	169,114	-	169,114
Digital Team	35,731	25,593	61,324	3,021	-	3,021
	7,563,184	41,501	7,604,685	6,370,322	-	6,370,322
Grant Giving						
Grants Outgoing	500,000	-	500,000	500,000	-	500,000
TOTAL EXPENDITURE	8,250,675	41,501	8,292,176	7,031,432	-	7,031,432

7: ANALYSIS OF EXPENDITURE

	2022			2021		
	Activities Undertaken Directly	Support Costs	Total Costs	Activities Undertaken Directly	Support Costs	Total Costs
	£	£	£	£	£	£
EXPENDITURE ON:						
Raising Funds						
Events, Sponsorship and Other Fundraising	150,109	37,382	187,491	128,785	32,325	161,110
	150,109	37,382	187,491	128,785	32,325	161,110
Charitable Activities						
Orchestra & Concerts Department	3,695,587	920,312	4,615,899	3,999,953	1,003,986	5,003,939
Concerts: Own & Joint Promotions	1,691,031	421,117	2,112,148	663,558	166,553	830,111
Hired Engagements, Media & Tours	216,133	53,824	269,957	112,671	28,280	140,951
Learning & Engagement	289,661	72,134	361,795	178,406	44,780	223,186
Choruses	146,964	36,598	183,562	135,183	33,931	169,114
Digital Team	49,097	12,227	61,324	2,415	606	3,021
	6,088,473	1,516,212	7,604,685	5,092,186	1,278,136	6,370,322
Grant Giving						
Grants Outgoing	500,000	-	500,000	500,000	-	500,000
TOTAL EXPENDITURE	6,738,582	1,553,594	8,292,176	5,720,971	1,310,461	7,031,432

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

8: ANALYSIS OF SUPPORT COSTS

	2022	2021
	£	£
Salary Costs	486,500	447,316
Depreciation	394,266	363,772
Building Management Costs	187,086	186,232
IT	86,356	74,584
Insurance and Office Management	95,741	122,735
Governance & Legal Costs (see note 9)	57,914	79,874
Other Support Costs	245,731	35,948
	1,553,594	1,310,461

9: GOVERNANCE COSTS

	2022	2021
	£	£
Audit Fees	17,500	17,551
Other Accountancy Costs, Including Taxation	4,975	6,955
Legal Fees	35,406	52,192
Board Expenses	33	3,176
	57,914	79,874

10: NET EXPENDITURE BEFORE TAXATION FOR THE YEAR

	2022	2021
	£	£
Net (expenditure) / income	(162,417)	285,781
This is stated after charging:		
Depreciation	394,266	363,772
Auditor's Remuneration		
Audit Fees	17,500	17,551
Accountancy and taxation services	4,975	6,955

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

11: STAFF AND DIRECTOR COSTS

2022	Loans outstanding at year end	Total earnings	Society pension contributions
	£	£	£
Alistair Mackie	-	125,350	6,083
Kennedy Leitch (Resigned 26/08/2021)	-	13,987	698
Janet Richardson (Resigned 26/08/2021)	-	16,246	804
Dávur Juul Magnussen	1,442	49,894	2,354
Sophie Lang	-	35,642	1,700
Paul Philbert	-	48,034	2,338
Lorna Rough	-	36,690	1,738
Helen Brew (Appointed 22/10/2021)	-	28,308	1,370
David Hubbard (Appointed 22/10/2021)	-	32,537	1,549
	1,442	386,688	18,634

2021	Loans outstanding at year end	Total earnings	Society pension contributions
	£	£	£
Alistair Mackie	-	120,000	6,000
Lisa Rourke (Resigned 25/09/2020)	576	19,991	1,000
Kennedy Leitch	194	36,475	1,824
Ursula Heidecker (Resigned 25/09/2020)	-	17,734	887
Janet Richardson	-	41,692	2,085
Dávur Juul Magnussen	412	45,544	2,277
Sophie Lang	-	31,818	1,591
Paul Philbert (Appointed (25/09/2020)	-	23,383	1,169
Lorna Rough (Appointed (25/09/2020)	-	17,330	867
	1,182	353,967	17,700

During the year 8 employee directors (2021: 8) received expenses of £4,361 (2021: £1,343) as reimbursement of travel, subsistence and relocation relating to their employment.

During the year no directors (2021:0) received £Nil (2021: £Nil) as reimbursement of travel and accommodation expenses relating to their activities as a director.

Employee costs: Statement of Financial Activities	2022	2021
	£	£
Wages and salaries	3,954,647	3,977,283
Social security costs	367,157	356,493
Superannuation and other pension costs	212,684	210,730
Sick Fund and other employee costs	10,787	10,329
	4,545,275	4,554,835

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

11: STAFF AND DIRECTOR COSTS (Continued)

Employees	2022	2021
	Number	Number
The average weekly number of people employed during the year was		
Musicians	72	73
Administration	43	41
	115	114

Higher paid employees	2022	2021
	Number	Number
Number of employees earning between:		
£60,000 - £69,999	2	2
£80,000 - £89,999	1	-
£120,000 - £129,999	1	1

During the year no higher paid employees (2021: nil) accrued retirement benefits under the Society's defined benefit pension scheme. During the year 4 higher paid employees (2021: 3) accrued retirement benefits under the Society's defined contribution scheme.

During the year key management personnel (KMP) received salaries totalling £331,503 (2021: £300,672), had pension contributions of £16,980 (2021: £15,034) and employer's national insurance of £34,850 (2021: £32,224). The salary of the Chief Executive is set by the Board of Directors. The Chief Executive is responsible for setting the salaries of the remaining key management personnel.

12: TANGIBLE FIXED ASSETS

	Leasehold Buildings	Instruments	Furniture and Equipment	Computer and Studio	Music Library	Vehicles	Total
	£	£	£	£	£	£	£
COST							
At 1 April 2021	10,934,000	406,111	386,799	385,093	184,307	113,336	12,409,646
Additions	-	79,530	1,151	336,001	11,979	85,127	513,788
Disposals	-	-	-	-	-	(65,551)	(65,551)
At 31 March 2022	10,934,000	485,641	387,950	721,094	196,286	132,912	12,857,883
DEPRECIATION							
At 1 April 2021	1,502,288	182,116	147,583	154,469	-	113,336	2,099,792
Charge in year	273,350	16,765	23,970	80,181	-	-	394,266
Disposals	-	-	-	-	-	(65,551)	(65,551)
At 31 March 2022	1,775,638	198,881	171,553	234,650	-	47,785	2,428,507
Net Book amounts at 31 March 2022	9,158,362	286,760	216,397	486,444	196,286	85,127	10,429,376
Net Book amounts at 31 March 2021	9,431,712	223,995	239,216	230,624	184,307	-	10,309,854

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

13: DEBTORS

	2022	2021
	£	£
Due within one year:		
Trade debtors	84,899	62,732
Prepayments and accrued income	349,500	331,689
Taxation debtor	701,964	201,997
Other debtors	202,759	236,617
	1,339,122	833,035

14: CREDITORS: Amounts falling due within one year

	2022	2021
	£	£
Due within one year:		
Trade creditors	236,873	197,753
Other accruals and deferred income	533,113	543,746
Loan due within one year	122,000	122,000
Other taxation and social security	18,422	16,974
Other creditors	119,055	91,500
	1,029,463	971,973

Deferred income of £257,603 (2021: £211,632) relates to monies to which the charity is not yet entitled to at the year end. The deferred income is released to the SOFA when all entitlement criteria have been met, usually in the subsequent financial year.

	2022	2021
	£	£
At 1 April 2021	211,632	162,936
Received in the year	238,780	113,634
Released to the SOFA in the year	(192,809)	(64,938)
At 31 March 2022	257,603	211,632

The Bank of Scotland hold a floating charge over the assets of the Charitable company, to cover credit card expenditure.

Creative Scotland hold a charge over part of the lease of the RSNO Centre in relation to the £500,000 grant, received in 2017, in respect of the building works.

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

15: CREDITORS: Amounts falling due after more than one year

	2022	2021
	£	£
Scottish Government Loan	2,806,000	2,928,000
The Scottish Government loan has the following repayment schedule:		
Due within one year	122,000	122,000
Due within one to two years	244,000	244,000
Due within two to five years	366,000	366,000
Due in more than five years	2,196,000	2,318,000
	2,928,000	3,050,000

A £3.05m loan was received on 31 March 2021 and is repayable over 25 years. The interest rate applied to the loan is 0.5%. The loan was provided by the Scottish Government to invest in the company's long standing defined benefit Pension Scheme. The loan allows for escalating deficit reduction payments to cease for the ongoing future and allows cashflow to be more predictable.

16: SHARE CAPITAL

The Royal Scottish National Orchestra Society Limited is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £1.

17: ANALYSIS OF CHARITABLE FUNDS

2022	At 1 April 2021	Income	Expenditure	Transfers	Actuarial Gains	At 31 March 2022
	£	£	£	£	£	£
UNRESTRICTED FUNDS						
Reserves from ordinary activities	1,656,854	7,783,228	(8,084,675)	(42,509)	-	1,312,898
DESIGNATED FUNDS						
Capital Grant (spent) reserve	11,316	-	-	-	-	11,316
Strategic plan reserve	465,040	-	-	(6,141)	-	458,899
Strategic Recovery Fund	600,000	-	-	-	-	600,000
Building repair reserve	40,000	-	-	-	-	40,000
Engagement Fund	-	-	-	200,000	-	200,000
New Home designated reserve	9,431,712	-	-	(273,350)	-	9,158,362
Total Designated Funds	10,548,068	-	-	(79,491)	-	10,468,577
Pension reserve	(5,849,000)	-	(166,000)	-	2,726,000	(3,289,000)
Loan Reserve	(3,050,000)	-	-	122,000	-	(2,928,000)
TOTAL UNRESTRICTED FUNDS	3,305,922	7,783,228	(8,250,675)	-	2,726,000	5,564,475
RESTRICTED FUNDS						
New Home	308,787	-	-	-	-	308,787
Instrument bequest	50,000	-	-	-	-	50,000
Iain & Pamela Sinclair legacy - recording label	181,100	-	(25,593)	-	-	155,507
Wellbeing Fund	64,416	-	(15,908)	-	-	48,508
Project Grant Fund	-	340,500	-	-	-	340,500
Other restricted reserves	285,841	6,031	-	-	-	291,872
TOTAL RESTRICTED FUNDS	890,144	346,531	(41,501)	-	-	1,195,174
TOTAL FUNDS	4,196,066	8,129,759	(8,292,176)	-	2,726,000	6,759,649

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

17: ANALYSIS OF CHARITABLE FUNDS (Continued)

2021	At 1 April 2020	Income	Expenditure	Transfers	Actuarial Losses	At 31 March 2021
	£	£	£	£	£	£
UNRESTRICTED FUNDS						
Reserves from ordinary activities	1,920,020	7,180,054	(6,762,432)	(680,788)	-	1,656,854
DESIGNATED FUNDS						
Capital Grant (spent) reserve	11,316	-	-	-	-	11,316
Strategic plan reserve	344,500	-	-	120,540	-	465,040
Strategic Recovery Fund	-	-	-	600,000	-	600,000
Building repair reserve	40,000	-	-	-	-	40,000
New Home designated reserve	9,703,924	-	-	(272,212)	-	9,431,712
Total Designated Funds	10,099,740	-	-	448,328	-	10,548,068
Pension reserve	(6,219,000)	-	(269,000)	3,388,000	(2,749,000)	(5,849,000)
Loan Reserve	-	-	-	(3,050,000)	-	(3,050,000)
TOTAL UNRESTRICTED FUNDS	5,800,760	7,180,054	(7,031,432)	105,540	(2,749,000)	3,305,922
RESTRICTED FUNDS						
New Home	308,787	-	-	-	-	308,787
Instrument bequest	50,000	-	-	-	-	50,000
Iain & Pamela Sinclair legacy - recording label	237,096	-	-	(55,996)	-	181,100
Wellbeing Fund	-	64,416	-	-	-	64,416
Other restricted reserves	262,642	72,743	-	(49,544)	-	285,841
TOTAL RESTRICTED FUNDS	858,525	137,159	-	(105,540)	-	890,144
TOTAL FUNDS	6,659,285	7,317,213	(7,031,432)	-	(2,749,000)	4,196,066

Name of Fund	Description, nature and purpose of the fund
Reserves from ordinary activities	The "free reserves" after allowing for all designated funds
Designated Funds	
Capital Grants (spent reserves)	Once grants are spent on the assets for which they were awarded, the grant is transferred from restricted to designated reserves.
Strategic plan reserve	Created to allow investment in new activity developed as a result of strategic planning, the transfer this year £6,141 (2021: £120,540) is made up of £16,500 designated by the Board to meet future depreciation of studio equipment and £22,641 of studio depreciation for the year.
Strategic recovery fund	The Board set this fund up to provide funds to support recovery from Covid-19 and future growth. It is likely to be drawn down in future years as additional support is removed.
Building repair reserve	Created to provide resources for unexpected building repair bills.
Engagement Fund	The Board set this fund up to underwrite engagement projects where funding has not been agreed prior to preparation work being undertaken. This allows the team to commit to projects while funding is still being sought.
New Home designated reserve	This fund represents capital expenditure on the construction, fitting out of our New Home and investment in new activity largely within our New Home. The transfer of £273,350 (2021: £272,212) to Reserves from ordinary activities represents the amortisation of New Home capital grants received against the depreciation on these assets.

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

17: ANALYSIS OF CHARITABLE FUNDS (Continued)

Restricted Funds	
New Home	This reserve is the balance of grants received in advance of relevant capital and revenue expenditure.
Instrument bequest	Instruments donated to the Orchestra for use of musicians.
Iain & Pamela Sinclair legacy - recording label	Legacy from long-standing supporter to fund an RSNO recording label and other projects. This year's investment of £25,593 (2021: £55,996) was made in the new studio which will be used for recording.
Wellbeing fund	These are funds donated to set up a wellbeing fund for training and support of both staff and musicians. £15,908 (2021: £Nil) was given to staff to support their health and wellbeing throughout the year.
Project Grant Fund	The Scottish Government donated funds towards a number of projects which will be undertaken in 2022/23. These include engagement work with Gaspard and Yoyo projects, supporting the London Proms in 2022 and an audience champion to develop our audiences in all our venues.
Other restricted reserves	These represent a number of smaller grants for specific activities.

18: ANALYSIS OF NET ASSETS BETWEEN FUNDS

2022	Loan Reserve	Restricted Funds	Designated Funds	Unrestricted Funds	New Home Designated Reserve	Pension Reserve	2022 Total
	£	£	£	£	£	£	£
Fixed Assets	-	-	11,316	1,259,698	9,158,362	-	10,429,376
Net Current Assets	(122,000)	1,195,174	1,298,899	53,200	-	-	2,425,273
Pension (liability)	-	-	-	-	-	(3,289,000)	(3,289,000)
Term Loan	(2,806,000)	-	-	-	-	-	(2,806,000)
	(2,928,000)	1,195,174	1,310,215	1,312,898	9,158,362	(3,289,000)	6,759,649

2021	Loan Reserve	Restricted Funds	Designated Funds	Unrestricted Funds	New Home Designated Reserve	Pension Reserve	2021 Total
	£	£	£	£	£	£	£
Fixed Assets	-	-	11,316	866,826	9,431,712	-	10,309,854
Net Current Assets	(122,000)	890,144	1,105,040	790,028	-	-	2,663,212
Pension (liability)	-	-	-	-	-	(5,849,000)	(5,849,000)
Term Loan	(2,928,000)	-	-	-	-	-	(2,928,000)
	(3,050,000)	890,144	1,116,356	1,656,854	9,431,712	(5,849,000)	4,196,066

19: COMMITMENTS UNDER OPERATING LEASES

	2022	2021
	£	£
Within one year	25,383	27,308
Within two to five years	30,579	49,004
After five years	5,508	12,465
	61,470	88,777

Lease payments recognised in the year as an expense were £31,510 (2021: £18,353).

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

20: SUBSIDIARY COMPANY

The subsidiary company Royal Scottish National Orchestra Society (Properties) Limited owned the Henry Wood Hall which was sold in 2015. The charitable company did not trade during the current or prior year. All the Directors of the subsidiary are also Directors of the Society. The subsidiary is a company limited by guarantee and thus control lies with the Directors of the Society.

Consolidated financial statements are not required as the subsidiary is dormant.

The subsidiary company has the same registered office address as the parent. Details of the registered office address can be found on Page 20.

21: RELATED PARTIES

As two Directors of the Society sit on the committee of the RSNO Sick Fund and the RSNO Benevolent Fund, they are considered to be related parties. During the year the Sick Fund received from the Society, by way of contribution to the fund, the sum of £19,400 (2021: £18,780). At 31 March 2022 the Sick Fund owed £82,223 to the Society (2021: £75,322).

The RSNO Foundation is related by common Trustees and during the year the Society made a grant of £500,000 to the Foundation (2021: £500,000).

At 31 March 2022 the Society owed £nil (2021: £nil) to the Foundation.

The RSNO Pension Scheme owes £54,875 (2021: £128,422) to the Society.

The RSNO American Foundation is a separate entity set up to support the aims and objectives of the RSNO in the USA.

Related parties to the Directors of the Society earned the following from their employment with the Society.

2022	Total earnings	Society pension contributions
	£	£
Katherine Bryan (spouse of Kennedy Leitch Resigned 26/08/2021)	17,638	879
	17,638	879

2021	Loan Outstanding at the year end	Total earnings	Society pension contributions
	£	£	£
Katherine Bryan (spouse of Kennedy Leitch)	194	45,999	2,300
	194	45,999	2,300

22: RECONCILIATION OF NET EXPENDITURE TO NET CASH PROVIDED BY OPERATING ACTIVITIES

	2022	2021
	£	£
Net (expenditure) / income for the year	(162,417)	285,781
Adjustments for:		
Depreciation charges	394,266	363,771
Dividends, interest and rents from investments	(562)	(3,114)
(Increase) / decrease in debtors	(506,087)	596,629
Increase / (decrease) in creditors	57,490	(12,682)
Deficit payment for pension scheme	-	(3,388,000)
Non-cash pension costs	166,000	269,000
(Gain) / loss on disposal of property, plant and equipment	(6,000)	38,739
NET CASH USED IN OPERATING ACTIVITIES	(57,310)	(1,849,876)

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

23: PENSION NOTE

The Society operates a defined benefit pension scheme for its employees which closed to future accruals on 30 September 2016. The current practice of increasing pensions in line with inflation is included in the measurement of the defined benefit obligation. A full actuarial valuation was carried out at 31 March 2021. These disclosures are based on the results of the full actuarial valuation as at 31 March 2021, projected forward with appropriate adjustments to 31 March 2022. The scheme is closed to both new members and future accruals of existing members.

Explanation of amounts in the financial statements

Amounts recognised in the Balance Sheet

	Value at 31 March 2022	Value at 31 March 2021
	£'000	£'000
Present value of funded defined benefit obligations	31,010	33,972
(Fair value of scheme assets)	(27,721)	(28,123)
Deficit recognised in Scheme	3,289	5,849

Amount recognised in the Statements of Financial Activities over the year

	12 months to 31 March 2022	12 months to 31 March 2021
	£'000	£'000
Current service cost	-	-
Past service costs	-	6
Net interest on the net defined benefit liability	114	138
Total administrative expenses recognised in profit and loss	221	125
Total pension expense	335	269

Projected Statements of Financial Activities expense to 31 March 2023

	12 months to 31 March 2023
	£'000
Net interest on the net defined liability	809
Interest Income	(721)
Total administrative expenses recognised in profit and loss	221
Total pension expense	309

The Society contributed an additional £3.050m towards the pension deficit in the year to 31 March 2021.

Admin expenses for the year to 31 March 2023 are estimated to be £221,000 (2021 £156,000). If actual expenses are higher the pension expense for the year ending 31 March 2024 will be higher.

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

23: PENSION NOTE (Continued)

Reconciliation of assets and defined benefit obligations

	12 months to 31 March 2022	12 months to 31 March 2021
	£'000	£'000
The change in obligations over the year was:		
Defined benefit obligation at beginning of period	33,972	30,228
Past service costs	-	6
Interest cost	653	671
Benefits paid	(960)	(847)
Actuarial (gain)/loss on benefit obligation	(2,655)	3,914
Defined benefit obligation at end of period	31,010	33,972

	12 months to 31 March 2022	12 months to 31 March 2021
	£'000	£'000
The change in assets over the year was:		
Fair value of Scheme assets at beginning of period	28,123	24,009
Interest income on Scheme assets	539	533
Employer contributions	169	3,388
Benefits paid	(960)	(847)
Administration expenses	(221)	(125)
Return on assets in excess of interest income on Scheme assets	71	1,165
Fair value of Scheme assets at end of period	27,721	28,123

Actuarial gains and losses recognised in the Statements of Financial Activities

	12 months to 31 March 2022	12 months to 31 March 2021
	£'000	£'000
Actuarial gain on assets	(71)	(1,165)
Actuarial (gain) / loss on liabilities	(2,655)	3,914
Total (gain) / loss recognised in Statement of Financial Activities	(2,726)	2,749

Changes in financial and demographic assumptions have led to a gain on liabilities of £2,655,000 since 31 March 2021. There has been no adjustment made for an experience gain/loss. In addition, there has been a gain on assets in excess of interest income of £71,000 since 31 March 2021.

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

23: PENSION NOTE (Continued)

Sensitivities

At the reporting date, reasonable possible changes to one of the relevant actuarial assumptions, with the other assumptions held constant, would have affected the defined benefit obligation by the amounts shown below.

	31 March 2022
	£'000
Discount rate +0.25%	(1,101)
Inflation +0.25%	603
Increase of one year in life expectancy*	1,373

*Life expectancies at age 63 would increase from 21.3 years to 22.3 years for a male currently aged 63, and increase from 22.6 years to 23.6 years for a male currently aged 43.

Each sensitivity above is considered in isolation and we have adopted the same methodology as used for calculating the defined benefit obligation.

Asset Data

The assets of the Scheme are invested as follows:

	31 March 2022		31 March 2021	
	%	£'000	%	£'000
Equity	12.4%	3,449	9.4%	2,630
Diversified Growth	14.8%	4,111	14.2%	3,991
Diversified Credit	8.1%	2,234	9.6%	2,697
Semi-Liquid Credit	19.0%	5,257	19.1%	5,371
Long Lease Property	9.8%	2,711	0.0%	-
Corporate Bonds	8.4%	2,336	8.8%	2,481
LDI	26.2%	7,255	22.8%	6,414
Cash / Bank Account	1.3%	368	16.1%	4,539
Total	100%	27,721	100%	28,123

Financial Assumptions

	31 March 2022	31 March 2021
	% p.a.	% p.a.
Discount rate	2.65%	1.95%
Salary increases	2.80%	2.35%
Inflation:		
- RPI Inflation	3.70%	3.25%
- CPI Inflation	2.80%	2.35%
Nominal rate of increase in pensions in payment		
- Fixed 3%	3.00%	3.00%
- RPI 2.5%	2.35%	2.20%
- RPI 5%	3.55%	3.15%

The duration of the Scheme's liabilities is c17 years.

Notes To The Financial Statements

FOR THE YEAR ENDED 31 MARCH 2022 (Continued)

23: PENSION NOTE (Continued)

Demographic Assumptions

	31 March 2022	31 March 2021
Current life expectancy at age 63		
- Male	21.3 years	21.7 years
- Female	23.5 years	23.8 years
Life expectancy at age 63 of a member currently aged 43:		
- Male	22.6 years	23.1 years
- Female	25.1 years	25.4 years

The mortality assumption has been updated to reflect the most up to date CMI projection model (i.e. 2021) for future mortality improvements. The mortality assumption is therefore in line with S2PFA tables (with a +2 year age rating) and future improvements based on the CMI 2021 projections model, with a long term rate of improvement of 1.25% p.a. and a smoothing parameter of 7.0, a core initial addition parameter of 0% and a w parameter of 10%.

All other demographic assumptions are consistent with those adopted last year.

24: ULTIMATE CONTROLLING PARTY

In the opinion of the Directors there is no ultimate controlling party.



Royal Scottish National Orchestra
19 Killermont Street, Glasgow G2 3NX

The Royal Scottish National Orchestra Society Ltd
Charitable Company registered in Scotland
Company Number: SC027809
Scottish Charity Number: SC010702

The RSNO is supported by the
Scottish Government



Scottish Government
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