

<b>Policy</b>	<b>Reserves</b>
<b>Effective Date</b>	1 February 2017
<b>Date Last Reviewed</b>	March 2021
<b>Authorised by</b>	Trustees Meeting / Email consultations
<b>Scheduled Review Date</b>	March 2022
<b>Supersedes</b>	All previous Policies and/or Statements

### Introduction

The Harrogate Choral Society (HCS) aims to establish an annual budget with expenditure matched by income. However, it recognises that there will be situations when this cannot be achieved either in planning or actual and this reserves policy makes provision for these eventualities.

### Sponsorship

To break even, the current business model of HCS depends on a significant level of corporate sponsorship which is normally time limited and may or may not be renewed. Such sponsorship has accounted for up to 20 % of the total annual income in each of the previous 4 years to 2017.

Therefore, in case of non-renewal, HCS aims to retain the equivalent of 2 years sponsorship income in its reserves to allow sufficient time for other sources of corporate sponsorship to be identified and/or adjustments to be made to operational arrangements to bring them in line with the revised level of income. Most of this reserve is held in a savings account with relatively quick access, penalty free.

A common reserve guidance figure is 3-6 months expenditure. For HCS a 6 months income would give a very similar figure to 2 years sponsorship. ie £25 - 30,000

### Cash Flow

Cash flow needs, to deal with outlays in advance of performances, require an additional reserve in the current account (especially at the start of financial year when membership fees are still incoming) and the possibility of a cancelled concert which has been fully contracted for orchestras, soloists, conductors etc. and which could fall outside our insurance policy terms and conditions must also be taken into account. HCS would need a rollover figure of 3 months expenditure to secure this in the case where 2 concerts are early in the season, especially if a venue other than Royal Hall is used (ie hire fee not set against ticket income)

### Halcyon Singers

Young singers aged from 14 to 18 rehearse and sing with the main HCS choir and are subject to Safeguarding and Child performance regulations and policies. Funding in the Halcyon Singers current account is used to support these HCS young singers.

### Monitoring

HCS reviews its reserves policy annually and monitors current arrangements throughout the year as part of the normal budgetary process.

**Change Control History**

Date of Change	Summary of Revisions Made
March 2018	More specific information included relating to actual reserve held and cash flow
March 2019	Amends made to reflect that we no longer have a youth choir but just Halcyon singers within the main choir
March 2020	Minor updates
March 2021	No changes needed