

# CHESHIRE DANCE WORKSHOP LIMITED

England & Wales · Charity number 1020584

## Details

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**Other names** CHESHIRE DANCE

**Status** Registered

**Legal form** Charitable company

**Company number** [02811035](#)

**Registered** 1993-05-05

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** Cheshire Dance  
Winsford Library  
High Street  
Winsford  
CW7 2AS

**Phone** 01606861770

**Email** [hello@cheshiredance.org](mailto:hello@cheshiredance.org)

**Website** [www.cheshiredance.org](http://www.cheshiredance.org)

## Activities

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**Objects:** THE ASSOCIATION IS ESTABLISHED TO PROMOTE, MAINTAIN, IMPROVE AND ADVANCE THE EDUCATION OF THE PUBLIC IN THE ARTS AND IN PARTICULAR (BUT WITHOUT PREJUDICE TO THE GENERALITY OF THE FOREGOING) THE STUDY PERFORMANCE KNOWLEDGE UNDERSTANDING APPRECIATION AND DEVELOPMENT OF THE ART OF DANCE IN ALL ITS MANIFESTATIONS.

**Activities:** Cheshire Dance is the development agency for dance in the County and beyond. It supports artists, educators and communities of interest by encouraging, fostering and resourcing their activities and by creating links between them. Cheshire Dance is committed to increasing access to, and through the arts.

## Classification

- **How:** Provides Other Finance, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Arts/culture/heritage/science, Amateur Sport, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

## Geography

- **Area of benefit:** NOT DEFINED IN PRACTICE CHESHIRE
- Cheshire East
- Cheshire West & Chester

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£636,560	£498,644	£307,250	5
2024-03-31	£338,806	£350,696	-	-
2023-03-31	£347,631	£330,171	-	-
2022-03-31	£397,634	£411,174	-	-
2021-03-31	£285,746	£238,732	-	-

## Trustees

Name	Role	Appointed
Holly Aston	Chair	2023-06-27
Emma Myles		2025-12-02
Janet Halloran		2016-01-12
Kerry Ogden		2023-06-27
Peter Mearns		2023-06-27
Rosalyn Cheryl Thomas		2024-02-08
Victoria Barratt		2023-06-27

**CHESHIRE DANCE WORKSHOP LIMITED**

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# Accounts

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Company number: 2811035

Charity Number: 1020584

# Cheshire Dance Workshop Limited

Report and financial statements  
For the year ended 31<sup>st</sup> March 2025

Cheshire Dance Workshop Limited  
Reference and administrative information  
for the year ended 31 March 2025

**Company number** 2811035

**Charity number** 1020584

**Registered office and operational address**

Winsford Library, High Street, Winsford, Cheshire, CW7 2AS

**Trading Name** Cheshire Dance

**Trustees**

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Holly Aston	Co-Chair
Peter Mearns	Co-Chair
Rosalyn Thomas	Treasurer
Victoria Barratt	
Bettina Carpi	(resigned 8 <sup>th</sup> June 2025)
Tamar Dixon	(resigned 8 <sup>th</sup> July 2024)
Janet Halloran	
Tony Malone	(resigned 18 <sup>th</sup> September 2024)
Kerry Ogden	
Gillian Whitworth	(resigned 15 April 2024)
Jacob Wye	

**Secretary** Adam Holloway

**Key management personnel** Adam Holloway

**Bankers** Barclays Bank PLC  
21 Dingle Walk, Winsford, Cheshire, CW7 1AG

**Independent examiner** Christy Lau FCCA CTA DChA, Slade & Cooper Limited  
Beehive Mill, Jersey Street, Ancoats, M4 6JG

Cheshire Dance Workshop Limited  
Trustees' annual report  
for the year ended 31 March 2025

The trustees present their report and the unaudited financial statements for the year ended 31 March 2025. Included within the trustees' report is the directors' report as required by company law.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

## Welcome from the Co-Chairs

Welcome to our Annual Report 2024/25!

For nearly 50 years, Cheshire Dance has stood as a beacon in the region, blending artistic excellence with deep community engagement. We remain dedicated to nurturing the next generation of talent and working with and for our inspiring local communities.

Every year, we enable more than 30,000 dance experiences through free or subsidised events, workshops and opportunities for people of all ages and abilities to express and develop their creativity and grow through dance. In 2024/25, one of our **Now Northwich** festival years, engagement rose to over 56,000, in another very productive year, which gives testament to the scale of reach of our work.

In the current socio-economic climate, mental health crisis and a society that feels increasingly politically polarised, our work has felt even more urgent and necessary than ever in bringing communities together. This report is full of positive stories of our artists and participants across Cheshire and the North West, their many achievements and the impact of Cheshire Dance programmes.

This year has also seen the launch of **NEXUS**, delivered in partnership with the Westminster Foundation. This amazing targeted 5-year programme drives creative and life outcomes for young people, supporting their personal and professional growth.

Elsewhere, our programme remains as vibrant, vital and diverse as ever. In 2024/25, highlights included the **Collective Enquiry** symposium, the **Wanna Dance?** Programme and film premiere, the **Talent Development North** Programme with **Associate Artists Ben Wilson and Jack Evans**, as well as the **Now Northwich** festival. This year Cheshire Dance commissioned four new works by North West based dance artists and companies for the Now Northwich festival, with coverage of the event on the day from **BBC North West Tonight**. More on these projects, as well as our **Cheshire West Borough Programme**, can be found in this report.

Through the outcomes of our consultation work we have fostered renewed working relationships with **dance venues and producing companies in the North West**, forming a new working group to identify commissioning and CPD opportunities, so desperately needed by dance artists based in the region.

We are delighted that this year has marked several new appointments to the Cheshire Dance team, and we welcome the energy and expertise they bring, alongside Adam and the existing staff. As ever, we offer our heartfelt thanks to all our staff, artists, trustees, volunteers, participants and funders, without whom our work would not be possible.

Cheshire Dance Workshop Limited

Trustees' annual report

for the year ended 31 March 2025

Our recent board and staff away day started to focus on plans for the charity's upcoming 50<sup>th</sup> anniversary in 2027. Looking ahead, we feel excited by plans to engage with our alumni to mark this significant milestone. We feel immensely proud as Cheshire Dance's national profile grows, as we continue to strengthen our impact and reach and build our reputation for best practice in driving access to dance for our communities.

Holly Aston and Peter Mearns

Co-Chairs of the Board of Trustees

**Cheshire Dance**

**CREATE. LEARN. EXPERIENCE.**

[www.cheshiredance.org/about](http://www.cheshiredance.org/about)

Cheshire Dance Workshop Limited  
Trustees' annual report  
for the year ended 31 March 2025

## Objectives and activities

The association is established to promote, maintain, improve and advance the education of the public in the arts and in particular the study, performance, knowledge, understanding and appreciation of the art of dance in all its manifestations.

The trustees review the aims, objectives, and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work during the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to the groups that it is set up to support. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The charity's main activities and those who benefit from its programme are described below. All its charitable activities focus on Dance and are undertaken to further Cheshire Dance's charitable purposes for the public benefit.

Cheshire Dance is very well recognised in providing public benefit through the advancement of education in dance, related arts activity, community development and health promotion. We do this in several ways, including :-

- Delivering dance classes in civic spaces engaging a wide spectrum of the community
- Delivering dance both in and out of school, further and higher education settings
- Delivering structured physical activity through movement and dance connected to health settings
- Employing and supporting independent artists
- Delivering Continuing Professional Development with artists and other professionals
- Engaging the public in works of art, both as audience and as participants

Some activities promote more mainstream engagement whilst the majority of our activity is targeted proactively at specific communities and groups who face inequalities of opportunity. We work regularly on an outreach basis ensuring that as many people as possible can engage locally to where they live, particularly in areas of low engagement.

Opportunities vary in type and target group and range from regular classes to short intensive projects, from individual sessions and performances to full day/week activities and large-scale festival events. Dates and times are also adaptable to increase our inclusivity and relevance - daytimes, evening, weekends through term time and school holidays. Our flexibility to programme in this way is a strength and ensures that more people over a much wider geography and demographic have the opportunity to experience dance than would otherwise be the case.

We find ways to connect, move and dance together through all our participation sessions, supporting people's physical and mental wellbeing. We have evidence that high-quality, creatively rich content is key to the success of our organisation in extending our reach and in supporting the independent sector. Increasingly, Cheshire Dance offers a strong digital presence offering online dance sessions, film, photography, news and b/vlogs with an ever-growing take up enabling us to extend our reach to a younger audience and those whose mobility is restricted.

Cheshire Dance continues to focus on its core mission to enable all ages, abilities and disabilities access to dance experiences and the chance to benefit from their transformative power. Our strengths lie in

Cheshire Dance Workshop Limited

Trustees' annual report

for the year ended 31 March 2025

addressing the systemic barriers that exist in accessing dance through inequality of opportunity and health as well as (for some) extreme financial pressures in this current economic climate.

We work to meet societal challenges head on and advocate for the lesser-heard voices in the community. We champion diverse aesthetics across many different dance styles and drive place-based partnerships spanning culture, voluntary, public and private sectors.

Cheshire Dance Workshop Limited  
 Trustees' annual report  
 for the year ended 31 March 2025

**Achievements and performance**

**Highlights of the Year 2024-2025**

"I'm leaving feeling energised and calm. I was never able to get out of my chair properly, and now I can thanks to you." - Participant, Live Well Hazelmere

"Infinite gratitude for these beautiful workshops that inspire and nurture my true being." - Participant, Inquiring Bodies

"It is wonderful to hear off the success of the sessions, specifically how the participants' overall well-being, confidence and sense of belonging improved as a result of the project." - Funder, The Spotlight Project

# CHESHIRE DANCE

## 2024 - 2025

### IN NUMBERS

CREATE. LEARN. EXPERIENCE.

56,588 TOTAL DANCE EXPERIENCES

DANCE EXPERIENCES

WORKSHOP ATTENDANCES, AUDIENCES & PERFORMANCE OPPORTUNITIES

28,699

YOUNG PEOPLE

10,594

OLDER ADULTS

17,296

ADULTS/CPD

10,909 OF WHICH WERE PEOPLE WITH DISABILITIES



51%

YOUNG PEOPLE

19%

OLDER ADULTS

31%

ADULTS/CPD

19% OF WHICH WERE PEOPLE WITH DISABILITIES



571

PERFORMANCE OPPORTUNITIES

21,117

WORKSHOP ATTENDANCES

34,840

AUDIENCES

FOR ALL ABILITIES / DISABILITIES



NOW NORTHWICH 2024

25,000

AUDIENCE

277

PERFORMERS

78

WORKSHOPS

32

SHOWS

4,398

ATTENDANCE

"Their knowledge and experience in dance and the performing arts and how these can be used to improve the lives of young people is inspiring to see." - Partner, Youth Fed

"You showed me little ways to explore the movements. I have a different perspective on movement now." - Participant, MMC

"Cheshire Dance are amazing, the best, most passionate, inclusive organisation. I feel privileged to have worked with them in many ways over many years." - Placement Student

Cheshire Dance **Find out more at:**

[www.cheshiredance.org](http://www.cheshiredance.org)

Supported by:



ARTS COUNCIL ENGLAND

Supported using public funding by

**ARTS COUNCIL ENGLAND**



Cheshire West and Chester

and many Trusts and Foundations

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2025

### Company Highlights 2024/25

In 2024/25 Cheshire Dance has continued to grow and deepen our impact and influence within specialist areas of practice, artist development and cultural sector change.

- **North West dance development:** this year saw the culmination of the **Dance Consortia North West Research Programme** and the commissioning and delivery of a significant **consultation programme** focused on long-term sector development in the NW. Outcomes of these programmes are informing the development of collaborative artist development initiatives via the **NW Dance Venues Group**.
- **NEXUS – a five-year partnership with The Westminster Foundation:** October 2024 saw the start of an exciting, £0.5m 5 year targeted programme of work with children and young people in Chester and surrounding areas. This initiative aims to drive creative and life outcomes for young people and support their personal and professional growth.
- **Artist Development:** Artists remain key to all of our work – they champion and deliver the high quality artistic practice that underpins the transformative impact of dance on individuals, communities and society. 2024/25 has seen **growth in our freelance artist pool** with local dance artists joined by cross-art form Guest Artists resulting in work with high production values and growing visibility. We have fore-fronted care in all our interactions with artists, supporting our artistic community through work, bursaries, bespoke artist development and a host of specialist CPD opportunities as well as performance platforms like **Now Northwich** which are vital for sustaining artists' careers and **talent retention** in the region.
- **Strengthening team capacity and governance:** in 2024/25 our core team developed with the recruitment of a **Digital Marketing Officer**, a **General Manager** and a **Nexus Programme Manager**. This was complemented by specialist freelance expertise in fundraising, producing and evaluation ensuring Cheshire Dance is best positioned to lead its growing programme and partnerships with confidence and quality.
- **Growing National Profile:** 2024/45 has seen a growing national profile for Cheshire Dance's specialist practices, particularly related to our work with people with profound intellectual and multiple disabilities (PIMD) through the **Wanna Dance?** Programme.

*"I so appreciate the effort Cheshire Dance, as an organisation, makes to bring these absolutely exemplary networking events into fruition."* **North West based Freelance Dance Artist**

*"It was a great day and the workshop was held by the organisation with great care, empathy and compassion."* **North West based Freelance Dance Artist**

## Cheshire Dance Workshop Limited

### Trustees' annual report

for the year ended 31 March 2025

#### Artistic Programme Highlights 2024/25

Amongst a rich and varied programme in 2024/25, highlights included the **Collective Enquiry** symposium, the **Wanna Dance?** Programme and film premiere, the **NEXUS** programme, the **Talent Development North** Programme with **Associate Artists Ben Wilson and Jack Evans**, as well as the **Now Northwich** festival.

Meanwhile, each week our **Cheshire West Programme** sees around 20 regular dance sessions taking place in community centres, schools, adult day centres and retirement villages, reaching people of all ages and abilities, supporting our vision to ensure everyone can access the transformative power of dance.



*Images: DCNW Collective Enquiry Event | Photos by Joel Chester Fildes*

**North West Dance Development:** Over the past 9 years Cheshire Dance has championed dance sector development in the Northwest through leading initiatives such as **Dance Consortia North West (DCNW)**, **The Research Programme** and **NW Dance Venues group**. Highlights of this work in 2024/25 include:

- 2024 saw the completion of the **Dance Consortia North West Research Programme** which commissioned 17 artists to re-imagine dance in the North West by researching, creating and delivering new work. A repository of the Research Programme outputs can be seen [here](#).
- **Collective Inquiry**, a two-day dance symposium, invited the North West dance sector to explore the findings from the Research Programme. Bringing together the North West dance sector, the event created the space to connect, listen, learn and contribute to some fruitful conversations about dance in the region. 17 North West freelance artists were paid bursaries to attend alongside an additional 19 artists who were paid to present, contribute or perform at the event. Read the Collective Inquiry Brochure [here](#) for background on the 17 projects and the common themes found across the research.
- **NW Dance Sector Consultation and 'Dance Plan'** – dance sector development in the North West reached a critical moment in 2024. Consultants Dr. Helen Palmer and Ian Tabbron were commissioned by Cheshire Dance on behalf of Dance Consortia North West to undertake a detailed review of the dance sector in the North West with the aim to provide a route forward for the future direction of North West dance with the support of the dance sector.

## Cheshire Dance Workshop Limited

### Trustees' annual report

for the year ended 31 March 2025

Funded by Arts Council England, extensive research was completed with over 100 individual artists and companies interviewed and group sessions undertaken with venues, and sub-regionally, in group sessions with artists, plus other input from many stakeholders. The Consultants used the evidence gleaned from this, plus focused desk research, and ACE supplied data, in shaping the analysis and objectives.

The outcome, not yet a plan, but a blueprint for collaboration focused on four strategic priorities:

- Partnerships and Platforms
- Creating dance development opportunities and commissioning
- Artist self-care and CPD
- Advocacy, marketing and communications

We will also use this as a starting point to explore ways of diversifying our income streams and deliver on this work with a long term outlook.

**Wanna Dance?** is a pioneering initiative that is breaking new ground in providing artistic opportunities for individuals with profound intellectual and multiple disabilities and is gaining recognition in national dance and care sectors.



*Image: Wanna Dance | Film still by Sam Ryley*

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2025

- **Wanna Dance?** is about creating dancing opportunities with people with **Profound Intellectual & Multiple Disabilities (PIMD)**. Led by dance artists, **Ruth Spencer** and **Jane McLean** (Cheshire Dance Creative Director) the project asks IF participants would like to dance and if so, how that dance might be? Practice in this field opens a myriad of questions, many ethically charged concerning inclusion, access, consent and ownership in relation to methods, policy and practice.

People with PIMD are non-verbal, sensory specialists with idiosyncratic communication styles and, as dancers, we have much to learn from them on sensory being, intention and communication. Wanna Dance? explores this and seeks to create care environments that are sensitive to lived body experience.

Through 1:1 co-created movement sessions, this project is founded upon a commitment to involve people with PIMD in decisions about their engagement in dance, providing opportunities for their preferences to impact upon their experience.

- **Partnerships and Funding:** In 2024-25 the project has been supported by multiple funding streams, including **The Peoples' Postcode Lottery, Marjory Boddy Trust, Anne Duchess of Westminster Trust, Vivo Care Choices, National Lottery Awards for All, Sport England's Movement Fund, the Baily Thomas Charitable Trust and Schroder Charity Trust**. These crucial funds allow the project to run across various locations, including **Chester's Canal Street, Lightfoot Lodge** and the **Coronation Centre in Ellesmere Port**.
- **Programme Reach:** In 2024/25 the project engaged intensively with **22 dancers with Profound Intellectual and Multiple Disabilities (PIMD)** and over **30 staff**, delivering **286 one-to-one sessions**. The sessions are designed to be co-created with considerable attention paid to ethical practice, ensuring participants have a say in how they wish to engage with dance.
- **'When we meet... 5 dances' film:** Following on from the [Wanna Dance? Film](#) (2023) 2024/25 saw the creation of a new film. **'When we meet... 5 dances'** is a powerful short dance film created by **Sam Ryley** at the end of the second year of Wanna Dance? Artist-in Residencies in 2024.

Set to an original, emotionally rich score by composer **Gary Lloyd**, the film features **Johnny, Vicky, Dylan, Leon** and **Beth** in duets with dance artists, Ruth and Jane, creating collaborative choreography rooted in empathy, attentiveness, and embodied communication. Through shared presence, eye contact, gesture, breath and pause, the film invites the audience to witness personalities revealed, showing that trust, respect, and choice can be powerfully conveyed without words. This is not performance imposed, but dance emerging from mutual understanding. Each frame honours the dignity and creativity of people too often spoken for rather than listened to. The film challenges assumptions about communication. It also challenges assumptions of what dance can be.

The film was premiered at Theatre Porto in February 2025 and has since been shared at online events and as part of 'Kaleidoscope: Perspectives' at Storyhouse in Chester.

*"The film shows what can happen when movement, embedded in sound can become the topic, the conversation. How foolishly restrained we can be in our typical interactions - so rigid, so un-embracing of vitality. Be unapologetic and proud in this dancing conversation. The film also shows how the word "sensory" means so much more than a passive recipient of another's objects... to engage in senses means temptation, exploration, anticipation, attention... to be absolutely sensual in its core meaning. To be in*

## Cheshire Dance Workshop Limited

### Trustees' annual report

for the year ended 31 March 2025

*the senses can be delicate and mighty. Breathtaking.* Sheridan Forster – International PIMD Communication Expert

- **Presentations and Recognition:** In addition to the residencies, in 2024/25 Wanna Dance? has:
  - Run two Dance and PMLD Practice Sharing Network Meetings with special guest speakers **Sheridan Forster** (creator of the [Hanging Out Programme](#)) and [Matthew Rawcliffe](#).
  - Contributed to national research event “Insights, Inspire, Impact for and with people with Profound Disabilities” at University of Southampton led by PIMD expert researcher **Joanna Grace**.
  - Presented at: **University of Lancashire’s ‘Choreographies of Care’** symposium, **University of Chester’s ‘Crossing Borders’** event, [People’s Dancing’s National Inclusive Dance Network](#) meeting and **Wales Wide Training Partnership**.
  - Been invited to contribute to Victoria Navin’s book '*Sensory Spaces: An A-Z of Immersive and Creative Environments to Support Sensory Integration*' (to be published by Routledge).
  - Been shortlisted for a [Culture, Health and Wellbeing Alliance](#) ‘Collective Power’ award
  - Delivered a one Day '**Introduction to Dance and PIMD**' CPD for dance artists - attended by artists from across the North West and beyond.
  - Hosted a collaboration with **Northern Chamber Orchestra** which saw seven individuals with PIMD dancing in one-to-one sessions with live music from a String Quartet at **Storyhouse**
  - A Wanna Dance? photography exhibition at **Lightfoot Lodge’s Arts and Music Festival** which shared images from the programme and an opportunity to dance and play music with one of the dancers with PIMD.
  - We are now in planning mode with **People Dancing** on a collaboration to share Wanna Dance? nationally.
- **Future Plans:** The project will continue in 2025/26 with new funders **D'Oyly Cart, Dowager Countess Eleanor Peel, Medicash and Brian Wilson Charitable Trust** plus a **new residency in Winsford** funded by a grant from the **Morrisons Foundation**.



Images: REWIND perform at Storyhouse | Reasons to be Cheerful performance at Theatre Porto

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2025

**Dance and Young People Programmes:** Cheshire Dance is committed to integrating dance across the community, throughout the healthcare system and into education through partnerships with schools and colleges, health and care organisations, the public and voluntary sectors and with other like-minded cultural organisations.

- **NEXUS**

From 2024-2029 **The Westminster Foundation** is supporting Cheshire Dance's work with young people in and around Chester, Ellesmere Port and surrounding villages. The Nexus Programme focuses on developing dance opportunities with and for children and young people who face barriers to accessing mainstream arts and cultural activities due to experiences relating to poor mental health, neurodiversity, learning disability, social circumstances, financial circumstances.

The programme began in October 2024 and is led by **Emma Thomas as the new Nexus Programme Manager**. Highlights so far include:

- The **REWIND project** in Blacon with **Theatre in the Quarter** came to its spectacular conclusion at the end of March 2025 with a show called 'The Outside World'. An average of 35 students from 4 Primary Schools met weekly to create an original piece of musical theatre, together with Blacon High School dance students. They performed six times across two days – at the four Blacon primary schools and public performances at **Dee Point Primary** and at **Storyhouse** – total audience numbers were over 1000!
- We delivered four **dance and wellbeing workshops for Blacon High School** including one all boys workshop. These, and other workshops and consultations with young people in the area, have informed the development of the 'Anonymous' youth project which will begin in 2026, and are helping to shape the direction of the NEXUS programme.
- **Reasons to be Cheerful with Theatre Porto** – in 2025 we collaborated with **Theatre Porto** and students from **Cheshire College South** on the creation of a new work. Taster sessions were run in Cheshire College South and West in Ellesmere Port and then, following workshops with local primary students to gather ideas, the college students created a devised show in one week and did 5 performances over the following week – performing to around 500 people in total! The show featured the voices and writing of KS2 children from four local primary schools, whose words form the soundtrack to the performance. It was an exploration of emotions and emotional resilience from a child-centred perspective and a celebration of learning and creativity.
- **Ancora House Dance Programme**, supporting young people through creativity and dance in both resident and transitional NHS educational settings. Delivered in partnership with the **Countess of Chester NHS Foundation Trust**. Artists **Josie Hepplewhite**, **Felicity Goodman** and **Kathryn Kirk** have run short projects in the Ancora Hospital School whilst **Rachel Gittins** has been facilitating 1:1 sessions in Ancora House School Frodsham – supporting young people to re-engage in education and group dance activities.
- **Step into Capoeira Home Education sessions** have run weekly at **Theatre Porto**, and consultation with young people and their families has identified a desire to delve deeper into the culture of capoeira and Brazil, as well as a need for dedicated activities for home educated teenagers – both of which we will be developing with **Theatre Porto** in 2025.
- **DS Dance** sessions in Chester ran weekly involving young people with Downs Syndrome, supported by a partnership with **Downs Syndrome Cheshire**

- **Dance in Education Programmes:** Cheshire Dance has a strong practice in dance in education and continued to work with a variety of schools and partners delivering workshops, projects and curriculum focused dance activity in primary, SEN and secondary schools across the borough – as well as part of **Edsential** residencies in Tattenall and Conwy Centre.

Cheshire Dance Workshop Limited  
Trustees' annual report  
for the year ended 31 March 2025

- **The Spotlight Project** is a cross-sector initiative that is critical in addressing mental health challenges and providing creative outlets for young people in Winsford.

Watch the uplifting 3-minute short film here: <https://bit.ly/SpotlightCheshireDance>

**The Spotlight Project** continues to be as important as ever for young people in Winsford and develops in response to the young people and their emerging needs.

- Referral pathways are developing, with young people joining the session through recommendations from social workers, Youth Fed and mental health practitioners at Winsford Academy. However, the social prescribing and referral pathways in Winsford remain challenging – something other providers are also experiencing.
- The **'What's Next' leadership and development** strand of the project has been integral in 2024/25 with a group of 5 young people engaging in bespoke training to develop their facilitation and project management skills – they aspire to run sessions for younger children in Winsford. The **'What's Next'** programme has also included **one-to-one mentoring** sessions which have been transformational for some individuals. One member is now regularly volunteering with Cheshire Dance at sessions for older adults in Winsford.
- Opportunities to share their work publicly have been important for the Spotlight dancers who, in 2024/25 have performed at **Now Northwich, Cheshire Voluntary Arts Awards** and **Winsford Arts Trail**.

**Recognition:** The Spotlight Project won:

- The **Highly Commended Award at Cheshire Community Foundation's President Awards for 'Improving mental health and wellbeing'**
- A **'Special Award' in recognition of outstanding partnership practice** at the **Cheshire West Voluntary Arts awards**.
- They were also nominated for a **Winsford Oscars Award**.

*"We are all noticing such a difference in her confidence.....It's a credit to the work you're doing here."* Parent of a Spotlight Project Participant

**Funding and Future:** *The Spotlight Project* is currently funded until April 2026 thanks to a local grant and a **Million Hours fund** grant via **Winsford Youth and Community Forum**.

**Collaboration and Support:** *The Spotlight Project* is delivered in partnership with **Winsford Youth and Community Forum, Winsford NHS Care Community, Youth Fed, and Mind Body Balance Academy**. These collaborations help provide a holistic approach to supporting young people through dance.

**Talent Development North:** is a peer-to-peer programme of enquiry with organisations and artists working collaboratively to identify, develop and embed working practices that enable **professional Learning Disabled and Autistic dance artists** to create and make great art, changing perceptions and inspiring others. Funded through an NPO uplift to **TIN Arts**, the partners are **TIN Arts, Yorkshire Dance** and Cheshire Dance.

- In 2024/25 we have been working with two **Associate Artists** – **Ben Wilson** and **Jack Evans**.
- **Ben Wilson**, an artist with Down's Syndrome, had his second year working with Cheshire Dance - he has created a new work – *'Step Ahead'*. The piece explores friendships, relationships and Ben's view of the world as an artist with Downs Syndrome, with an ensemble cast of four dancers. This

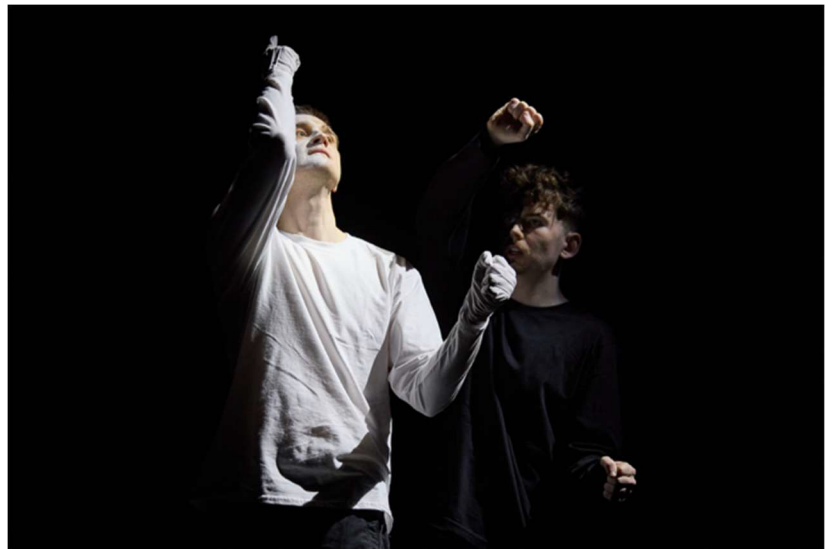
## Cheshire Dance Workshop Limited

### Trustees' annual report

for the year ended 31 March 2025

work was co-commissioned by Cheshire Dance for **Now Northwich** and **TIN Arts** for **IncludFEST** in Durham in September. It was also performed at Storyhouse as part of '**Kaleidoscopes: Perspectives**' and at **Topsy Turvey – Theatre Porto's** family festival.

- **Jack Evans** – an autistic dance artist, began the programme in January 2025. We have supported Jack to make a new work on the topic of 'masking' (putting on a front or 'mask' to seem neurotypical) and the challenges this creates. Jack received a **digital commission** from **Cinewindow** to work with digital artists to explore the digital possibilities of his movement with movement tracking and visual AI art. He also created a new live work – '*Life behind the Mask*'. This was performed at **TIN Arts**' '**Best Foot Forward**' event and **Kaleidoscope: Perspectives** at **Storyhouse**.
- **Future:** Jack and Ben will continue to work with Cheshire Dance as Associate Artists in 2025/26, thanks to continued funding via **TIN Arts**.



*I can safely say you've transformed Ben's belief in people and given him a community where he feels soooooo valued" Sarah, Ben's mum*

*Images: Left - Ben Wilson and Max Ashbrook perform in 'Step Ahead' at Now Northwich 2025 | Right – Jack Evans and Alex Worsley perform in 'Life Behind the Mask' at Best Foot Forward*

Cheshire Dance Workshop Limited  
Trustees' annual report  
for the year ended 31 March 2025

**Now Northwich:** took place on Saturday 3<sup>rd</sup> May 2025. The day was a huge success attracting large audiences.



*Image: Gorilla Circus and the Now Northwich Community cast in the finale of UNITY at Now Northwich 2025 | Photos by Joel Chester Fildes*

Highlights from the festival included:

- **BBC North West Tonight** featured the festival on their evening broadcast on 3<sup>rd</sup> May 2025, you can see the section here: <https://youtu.be/6K-AKe9ooxU>
- **UNITY by Gorilla Circus** featuring a Northwich Community Cast was the first static showstopper at a Now Northwich festival and was the first time that a community dance cast had been integrated into the show – a highlight for audiences and all the company members involved – professional dancers, acrobats and non-professionals. Over 1800 audience members watched the show on festival day.
- Cheshire Dance **commissioned four new works by North West based dance artists/companies** for the festival:
  - **Bettina Carpi** – UNITY Community Cast
  - **Ben Wilson Dance Company** – Step Ahead

## Cheshire Dance Workshop Limited

### Trustees' annual report

for the year ended 31 March 2025

- **Matthew Rawcliffe** – The Garden, The Styx and The Underworld – specifically for audience with profound and multiple learning disabilities
- **Global Grooves** – Carnival

This brings the total Now Northwich commissions since 2022 to eight – all North West based dance artists/companies.

- The festival programme focused on highlighting **North West based dance artists and companies** with all but Gorilla Circus being based in the North West – this shows Cheshire Dance's commitment to supporting the North West Dance sector, investing in artists and platforming high quality work.

*Image: Matthew Rawcliffe's 'The Garden, The Styx and The Underworld' Now Northwich 2025 | Photo by Joel Chester Fildes*



**Creative Health:** We continue to work in partnership to develop Creative Health opportunities and programmes across Cheshire.

- **Creative Health Placement with University of Chester Nursing students:** For the third year we were invited to run dance taster days for first year nursing students as part of their Creative Health placement – **Bettina Carpi** and **Jody Morgan** worked with all the nursing students across the university's three campuses.
- **University of Chester Medical school placements at Dance to Health:** 30 first year medical students attended Dance to Health sessions in Crewe with **Bettina Carpi** to support their understanding of health prevention in the community.
- **Hazelmere session:** we have been developing a dance session for older adults living with long term health conditions – in partnership with **Winsford NHS Care Community** and **Hazelmere Extra Care village**. Thanks to a **Cheshire West Voluntary Action** grant this session will continue into 2025/26.

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**Artist and Creative Development:** In 2024/25, we supported 162 freelance artists through professional development training, networks and events plus 31 one-to-one artist surgeries, free access to our studio space as well as bursaries to support financial access to training.

- The **Inquiring Bodies** series of full-day creative sharing continued, this year with **Lisa Dowler** and again hosted by the **University of Chester**.

*"I so appreciate the effort Cheshire Dance, as an organisation, makes to bring these absolutely exemplary networking events into fruition."*

*"It was a great day and the workshop was held by the organisation with great care, empathy and compassion."*

*"It brings together artists and practitioners from the wide regions of the NW, of different ages and stages of their careers. This makes for really interesting shared practice and dialogue."*

*"I have had wonderful experiences with you and the ways and space you held for us, which influences will carry on in my career."*

*"It's great that the event is free and funded because the economic climate greatly impacts artists who are often on low income."*

- **Dance and PIMD:** Independent Artist, **Ruth Spencer** and Cheshire Dance's Creative Director, **Jane McLean**, brought together a number of **National Dance and PMLD Practice Sharing Network** meetings as part of the **Wanna Dance?**

programme, sharing practice with other artists and inviting guest speakers and internationally renowned specialists from the Care sector.

They also facilitated an **'Introduction to Dance and PIMD'** CPD day and a bespoke dance and PIMD CPD for **Matthew Rawcliffe Dance Company**

- **Safeguarding:** Our unique **'Safeguarding in Dance'** training remains essential and popular in the sector – this year we facilitated one open training for freelance artists and another commissioned by Dance Collective CIC (North Wales).
- All our artist development work complements our **regional North West** efforts which have opened up new opportunities for commissioning artists, further CPD, multiple networking gathering as well as a significant long term strategic consultation, planning and resourcing project (See NW Development section).



*Image: Inquiring Bodies | Photo by Cheshire Dance*

Cheshire Dance Workshop Limited  
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**Staffing**

Cheshire Dance's success is founded on its people. We run our own CPD programme and consider best practice on a daily basis with dance artists and other sector professionals – health and care, education, regeneration and place-making. We are a long-standing co-creator with groups, communities and partner organisations and we strive to ensure that our work remains connected to our stakeholders and is relevant to their needs and aspirations.

Cheshire Dance for the period of 2024-2025 employed:

- **Staff:** 3 full time staff and 3 part time staff, equating to 5.3 Full Time Equivalent (FTE) employees.
- **Freelance Staff:** Cheshire Dance worked with numerous freelance staff throughout the year. 52 artists were engaged through specific initiatives, including Wanna Dance?, Nexus and The Spotlight Project and through the regular classes programme. We also sustained freelance relationships with a Now Northwich Festival Producer, specialist Fundraiser and a Marcoms specialist.

And engaged:

- **Volunteers:** Volunteers played an important role, especially in key events like the Now Northwich festival which involved 15 volunteers.

These figures reflect the active involvement of a broad community supporting Cheshire Dance's programmes and activities in 2024/2025.

Cheshire Dance Workshop Limited  
Trustees' annual report  
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## **Beneficiaries of our services**

Cheshire Dance delivers/promotes dance engagement pro-actively amongst specifically targeted groups:

People with Protected Characteristics, including

- Age - Early Years, Young People, Older Adults
- Disability - Physical and Learning Disabled People as well as those with Profound Intellectual and Multiple Disabilities
- Race - Black and Global Majority people
- Gender - girls/women, boys/men specific as well as mixed groups
- Sexual orientation / gender reassignment – LGBTQIA+
- And less so amongst groups identified by religion or belief, marriage and civil partnership, pregnancy or maternity.

Other specifically targeted groups:

- Artists
- People on low incomes and/or living in disadvantaged areas
- Excluded young people
- Young people choosing dance as a formal training route into the profession
- People with health concerns: Cheshire Dance is becoming increasingly recognised as a specialist in Dance and Health.

Cheshire Dance delivers continuing professional development in dance and addresses issues of inequality of opportunity. Together, these not only advance knowledge of the artform, facilitation and dance development but also the effects of physical activity on the body and the duty of care to participants and practitioners. People who engage in Cheshire Dance's continuing professional development activity include:

- Artists
- Teachers in both formal and informal educational settings
- Care, health and youth workers and early years practitioners
- Students and young people

Cheshire Dance seeks to engage the public in works of art as audiences. Particular target groups include:

- People who become audience members following their engagements through wider programmes of participation and continuing professional development.
- Families, friends, colleagues and communities connected to the groups we work with.
- People with an interest in dance and the arts targeted through social media, print and by working in partnership with other organisations.

Cheshire Dance Workshop Limited  
Trustees' annual report  
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## Financial review

The financial results for the year are set out in the attached financial statements. The overall position was a surplus of £137,916 (2024: £11,890 deficit).

The total surplus for the year, comprised a surplus on restricted funds of £75,477 (2024: £11,668 deficit) and a surplus on unrestricted funds of £62,439 (2024: £222 deficit).

### **Raising funds**

Total income for the year was £636,560 (2024: £338,806). Unrestricted grants from Arts Council England and Cheshire West & Chester Council totalled £129,437, the same as prior year. Restricted grant funding increased to £409,170 from £158,534 in the prior year. Further detail on income is provided in notes 3, 4 and 10 in the accounts.

### **Assets**

Total funds at March 2025 were £307,250 (2024: £169,334). Of this £166,096 related to funds restricted in nature (2024: £90,619) and £88,933 related to designated funds (2024: £26,357), which have been set aside by the Board of Trustees for the purposes detailed below:

- £81,259 designated to cover committed core costs, including fundraising and support staff costs.
- £7,674 designated to cover future depreciation costs for agreed asset purchases.

The overall cash in bank position was £272,737 (2024: £187,471)

### **Reserves policy**

The Board aims to maintain an appropriate level of unrestricted funds to support Cheshire Dance's work and its programme of activities.

The Charity's reserves policy protects the continuity of its work and provides appropriate cover against the risks to which it is exposed. The reserves policy considers the following risk factors:

- Risks associated with income, including funding and sponsorship, being different or lower from that budgeted.
- Risks associated with expenditure, being different or higher from that budgeted.
- Planned activity level having identified potential threats and opportunities.
- The charity's contractual commitments.
- The potential costs associated with having to wind down the organisation in an emergency situation.

Reserves may also be used to fund new opportunities which arise that may further the organisation's charitable objectives and strategic aims.

### **Target Free Reserve**

At its October 2024 meeting, the Board agreed a target reserve of £52,000 comprising £42,000 held in respect of winding down costs and a further £10,000 held in respect of specific risks, to be maintained over the following 12-month period. As of 31st March 2025, Cheshire Dance held £52,221 of unrestricted, undesignated reserves, which was in line with the target reserve level set by the policy.

Subsequently, at its September 2025 meeting, the Board reviewed the policy and increased the target reserve to £55,000 to reflect updated assessments, comprising £45,000 held in respect of winding down costs and a further £10,000 held in respect of specific risks.

Cheshire Dance Workshop Limited  
Trustees' annual report  
for the year ended 31 March 2025

***Review of Reserves Policy***

The reserves policy will be reviewed on an annual basis by the Finance Committee and recommended to the Board for any changes or updates.

The level of free reserves held will be monitored by the Finance Committee on a quarterly basis. A risk log is also monitored quarterly by the Board.

Where current reserves are below the target level of free reserves outlined in the policy, then action should be taken to replenish reserves over the appropriate time period aligned to the business strategy.

**Plans for the future**

Cheshire Dance's business model is resilient, and it remains a going concern. It delivers outstanding return on investment for both its core funding partners and will continue to do so. These partners include:

**Arts Council England** through a National Portfolio Organisation (NPO) agreement and **Cheshire West and Chester Council** through a core Grant Funding agreement. The whole team and Board are immensely grateful for this ongoing support. It is a sign of strong partnership that both core funders additionally invest in Cheshire Dance through specific projects and programmes.

**Support from new funding sources:** This year, significant new investment came in the form of unrestricted funds from the Garfield Weston Foundation to support as well as restricted funds from several other trusts and foundations. Together, these funds add value to public sector investment, many of which have recognised Cheshire Dance's work for the first time.

**Maintaining financial accessibility:** Cheshire Dance is committed to keeping public-facing programmes affordable, ensuring that financial barriers do not prevent community participation in the arts and artists engaging in Continuing Professional Development.

**Risk-aware, policy-led:** Our financial strategy is both risk-aware and coherent, with policies and practices that ensure sustainability and resilience.

**Shifting the dial for artists:** The North West is rich in creative talent, yet much of it remains under-utilised. Cheshire Dance, with many partners are working to change this, providing more opportunities for artists to engage in meaningful work.

**A caring culture:** At the heart of all we do is a commitment to a caring culture - this applies to our artists, staff, volunteers, Board and all our participants, audiences, partner organisations and other stakeholders.

Looking ahead, Cheshire Dance will continue to expand its reach through the Westminster Foundation supported **NEXUS** programme, developing our engagement with local schools and communities of young people and progressing new referral and social prescribing partnerships.

We aim to focus on broadening our national profile and deepen our community impact through our innovative projects **Wanna Dance?** and **The Spotlight Project**.

**Wanna Dance?** will continue with expanded residencies, additional short films and sustaining the National PIMD Dance Network. This work is currently funded until October 2026, including an expansion to include a centre in Winsford alongside those in Chester and Ellesmere Port.

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**The Spotlight Project** has secured funding, ensuring its continuation until April 2026, for regular sessions and support for young participants, aiming for long-term impact in Winsford.

### **Future Collaborations and New Models**

Strategic North West wide dance development is a priority for Cheshire Dance and has been since 2018 when it first gained support for sector development from **Arts Council England**.

In Autumn 2024, the two-year Research Programme culminated and set of resources and case studies were published, sharing learnings and outcomes with the sector including via an in-person event in October.

Following a sector-wide consultation in 2024 that sought to uncover the realities of the dance ecology amidst a cost of living crisis post-pandemic, Cheshire Dance is now developing plans with new partners, particularly with some of the larger cultural institutions in the region and is seeking backing to turn these plans into action.

Additionally Cheshire Dance tested a new **North West Outdoor Dance Platform** model as part of its Now Northwich festival, again aimed at elevating regional talent, developing audiences for dance and increasing community engagement.

## **Structure, governance and management**

The organisation is a charitable company limited by guarantee, incorporated in 1993 and registered as a charity in 1983.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees have no beneficial interest in the charity.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 9 to the accounts.

### **Board Recruitment Process**

Cheshire Dance attracts Board members from across the public, private, dance, cultural, voluntary and education sectors. We aim to attract a broad range of applicants from different professional and cultural backgrounds, going further than simply reflecting the stakeholders and geographic areas we currently serve. Roles are advertised openly, and we reach out to different communities through the networks connected to our increasingly diverse programme.

Following Expressions of Interest received, a Board and Team member meet informally with candidates so both parties can assess compatibility. By agreement candidates are then invited to meet the Board/Team through observing a Board meeting. In preparation candidates can access meeting papers and a comprehensive Board Induction pack. Again, by agreement, after the meeting, candidates join the Board formally and continue the induction process.

### **Related parties and relationships with other organisations**

The trustees maintain an accurate Register of Interests covering both trustees and staff. Where conflicts of interest arise in decision-making, specific interests are noted and interested parties step out of the

Cheshire Dance Workshop Limited  
Trustees' annual report  
for the year ended 31 March 2025

decision-making process. The trustees recognise the importance of including practicing artists in its number.

### **Remuneration policy for key management personnel**

Trustees maintain knowledge of competitive salary levels in the sector. It assesses all staff salaries each year and implements appropriate rises as part of its overall responsibility for financial control and long-term resilience.

### **Risk management**

The Board reviews major risks on a quarterly basis and All Relevant Organisational Risks on an annual basis, or more frequently as circumstances dictate. Options for Mitigating Action are reviewed at the Trigger point and agreed and implemented as appropriate. The Risk Log includes any ongoing adaptation and recovery relating to risks associated with the current Cost of Living Crisis as well as broader risks relating to the economy and the climate crisis.

### **Funds held as custodian trustee on behalf of others**

Funds held on behalf of Dance Consortia North West were in an overspend position of £4,334 as at 31 March 2025. This arose due to restricted project expenditure being incurred ahead of receiving the corresponding funding.

Cheshire Dance Workshop Limited  
Trustees' annual report  
for the year ended 31 March 2025

**Statement of responsibilities of the trustees**

The trustees (who are also directors of Cheshire Dance Workshop Limited for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation

The trustees are responsible for keeping proper accounting records that 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. 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.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.


The trustees' annual report has been approved by the trustees on 02/12/2025 and signed on their behalf by

**Holly Aston, Co-Chair**

Holly Aston  
Holly Aston (Dec 2, 2025 17:38:27 GMT)

02/12/2025

**Peter Mearns, Co-Chair**

  
Peter Mearns (Dec 2, 2025 15:27:19 GMT)

02/12/2025

**Independent examiner's report**  
**to the trustees of**  
**Cheshire Dance Workshop Limited**

I report on the accounts of the company for the year ended 31 March 2025 which are set out on pages 26 to 41.

**Responsibilities and basis of report**

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

**Independent examiner's statement**

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Christy Lau FCCA CTA DChA  
Slade & Cooper Ltd, Chartered Certified Accountants  
Beehive Mill, Jersey Street, Manchester M4 6JG

Date \_\_\_\_\_

Cheshire Dance Workshop Limited  
Statement of Financial Activities  
(including Income and Expenditure account)  
for the year ended 31 March 2025

	Note	Unrestricted funds £	Restricted funds £	Total funds 2025 £	Total funds 2024 £
<b>Income from:</b>					
Charitable activities	3	222,723	409,170	631,893	336,829
Investments	4	4,667		4,667	1,977
<b>Total income</b>		<b>227,390</b>	<b>409,170</b>	<b>636,560</b>	<b>338,806</b>
<b>Expenditure on:</b>					
Charitable activities	5	164,951	333,693	498,644	350,696
<b>Total expenditure</b>		<b>164,951</b>	<b>333,693</b>	<b>498,644</b>	<b>350,696</b>
<b>Net income/(expenditure) for the year</b>	7	<b>62,439</b>	<b>75,477</b>	<b>137,916</b>	<b>(11,890)</b>
Transfer between funds					
<b>Net movement in funds for the year</b>		<b>62,439</b>	<b>75,477</b>	<b>137,916</b>	<b>(11,890)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		78,715	90,619	169,334	181,224
<b>Total funds carried forward</b>		<b>141,154</b>	<b>166,096</b>	<b>307,250</b>	<b>169,334</b>

The statement of financial activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.  
A full comparative SOFA is available on the last page of the financial statements.

Cheshire Dance Workshop Limited  
Company number 2811035

Balance sheet as at 31 March 2025

	Note	£	2025	£	2024	£
<b>Fixed assets</b>						
Tangible assets	12		3,674			2,848
<b>Total fixed assets</b>			<b>3,674</b>			<b>2,848</b>
<b>Current assets</b>						
Debtors	13	71,977			17,158	
Cash at bank and in hand	14	272,737			187,471	
<b>Total current assets</b>		<b>344,714</b>			<b>204,629</b>	
<b>Liabilities</b>						
Creditors: amounts falling due in less than one year	15	(41,138)			(38,143)	
<b>Net current assets</b>			<b>303,576</b>			<b>166,486</b>
<b>Total assets less current liabilities</b>			<b>307,250</b>			<b>169,334</b>
<b>Net assets</b>			<b>307,250</b>			<b>169,334</b>
<b>The funds of the charity:</b>						
Restricted income funds	16		166,096			90,619
Unrestricted income funds	17		141,154			78,715
<b>Total charity funds</b>			<b>307,250</b>			<b>169,334</b>

For the year in question, the company was entitled to exemption from an audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006,
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and in accordance with FRS102 SORP, and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 29 to 41 form part of these accounts.

Approved by the trustees on 02/12/2025 and signed on their behalf by:

*Holly Aston*  
Holly Aston (Dec 2, 2025 17:38:27 GMT)

Holly Aston, Co-Chair

*Peter Mearns*  
Peter Mearns (Dec 2, 2025 15:27:19 GMT)

Peter Mearns, Co-Chair

Cheshire Dance Workshop Limited  
Statement of Cash Flows  
for the year ending 31 March 2025

	Note	2025 £	2024 £
<b>Cash provided by/(used in) operating activities</b>	19	<b>83,599</b>	<b>(14,841)</b>
Cash flows from investing activities:			
Dividends, interest, and rents from investments		4,667	1,977
Purchase of tangible fixed assets		(3,000)	
<b>Cash provided by/(used in) investing activities</b>		<b>1,667</b>	<b>1,977</b>
Increase/(decrease) in cash and cash equivalents in the year		85,266	(12,864)
Cash and cash equivalents at the beginning of the year		187,471	200,335
<b>Cash and cash equivalents at the end of the year</b>		<b>272,737</b>	<b>187,471</b>

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2025

### 1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### a Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Accounting Practice.

#### b Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees have made no key judgments which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

#### c Income

Income is recognised when the charity 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.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2025 (continued)

### **d Donated services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

### **e Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

### **f Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

### **g Expenditure and irrecoverable VAT**

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.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

### **h Tangible fixed assets**

Individual fixed assets costing £400 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Equipment	25%
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# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2025 (continued)

### **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### **j Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### **k Creditors and provisions**

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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### **Financial instruments**

The charity 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### **m Pensions**

Employees of the charity are entitled to join a defined contribution scheme. The charity's contribution is restricted to the contributions disclosed in note 8. There were outstanding contributions at the year end of £782 (2024: £660).

## **2 Legal status of the charity**

The charity is a company limited by guarantee registered in England and Wales and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to fl per member of the charity. The registered office address is disclosed on page 1.

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2025 (continued)

**3 Income from charitable activities**

	Unrestricted £	Restricted £	Total 2025 £
Grants and Contracts			
Arts Council England	89,831	36,000	125,831
Baily Thomas		3,000	3,000
Barons Quay		5,000	5,000
Cheshire West & Chester Council	39,606	45,925	85,531
Garfield Weston	30,000		30,000
National Lottery Community Fund		17,520	17,520
Northwich BID		89,331	89,331
Northwich Town Council		4,000	4,000
Schroder		4,000	4,000
Sport England		10,920	10,920
Westminster Foundation		97,193	97,193
Without Walls		9,669	9,669
Earned income	62,691	85,612	148,303
Other income	595	1,000	1,595
	<hr/>	<hr/>	<hr/>
<b>Total</b>	<b>222,723</b>	<b>409,170</b>	<b>631,893</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b><i>Previous Reporting Period</i></b>	<b><i>Unrestricted</i></b>	<b><i>Restricted</i></b>	<b><i>Total 2024</i></b>
	<b><i>£</i></b>	<b><i>£</i></b>	<b><i>£</i></b>
<i>Grants and Contracts</i>			
<i>Active Cheshire</i>		<i>3,000</i>	<i>3,000</i>
<i>Anne Duchess of Westminster</i>		<i>5,000</i>	<i>5,000</i>
<i>Arts Council England</i>	<i>89,831</i>	<i>40,600</i>	<i>130,431</i>
<i>Cheshire West &amp; Chester</i>	<i>39,606</i>	<i>3,175</i>	<i>42,781</i>
<i>Cheshire West Voluntary Action</i>		<i>3,000</i>	<i>3,000</i>
<i>Marjory Body Charitable Trust</i>		<i>5,000</i>	<i>5,000</i>
<i>Northwich BID</i>		<i>43,332</i>	<i>43,332</i>
<i>Police and Crime Commissioner for Cheshire</i>		<i>4,980</i>	<i>4,980</i>
<i>Postcode Lottery</i>		<i>13,840</i>	<i>13,840</i>
<i>Earned income</i>	<i>48,122</i>	<i>35,212</i>	<i>83,334</i>
<i>Other income</i>	<i>736</i>	<i>1,395</i>	<i>2,131</i>
	<hr/>	<hr/>	<hr/>
<b><i>Total</i></b>	<b><i>178,295</i></b>	<b><i>158,534</i></b>	<b><i>336,829</i></b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

## Cheshire Dance Workshop Limited

### Notes to the accounts for the year ended 31 March 2025 (continued)

#### 4 Investment income

All of the charity's investment income arises from money held in interest bearing deposit accounts. All investment income is unrestricted.

#### 5 Analysis of expenditure on charitable activities

	Total 2025 £	Total 2024 £
Salaries	157,963	167,026
Other Staff Costs/Contracted Staff	298,096	146,309
Other Core Costs/Resources & Venue/Office	21,217	23,353
Marketing	12,969	7,248
Capital Projects/Depreciation	2,174	1,425
Other/Insurance	2,857	2,152
Governance costs (see note 6)	3,368	3,183
	498,644	350,696
	498,644	350,696
	2025 £	2024 £
Restricted expenditure	333,693	174,452
Unrestricted expenditure	164,951	176,244
	498,644	350,696
	498,644	350,696

#### 6 Analysis of governance and support costs

	Basis of apportionment	Support £	Governance £	Total 2025 £
Accountancy services	Governance		3,368	3,368
			3,368	3,368
<b><i>Previous reporting period</i></b>	<b><i>Basis of apportionment</i></b>	<b><i>Support £</i></b>	<b><i>Governance £</i></b>	<b><i>Total 2024 £</i></b>
Accountancy services	Governance		3,183	3,183
			3,183	3,183
			3,183	3,183

## Cheshire Dance Workshop Limited

### Notes to the accounts for the year ended 31 March 2025 (continued)

#### 7 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2025 £	2024 £
Depreciation	2,174	1,425
Independent examiner's remuneration -		
Independent examination	595	565
Accountancy	1,300	1,250
Payroll	533	370
Grant audit	416	300
	157,963	167,026

#### 8 Staff costs

Staff costs during the year were as follows:

	2025 £	2024 £
Wages and salaries	146,110	154,075
Social security costs	8,468	9,358
Pension costs	3,385	3,593
	157,963	167,026
<b>Allocated as follows:</b>		
Charitable activities	157,963	167,026
	157,963	167,026

No employees have employee benefits in excess of £60,000 (2024: Nil).

The average number of staff employed during the period was 5 (2024: 6).

The average full time equivalent number of staff employed during the period was 5.3 (2024: 5.2).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £50,050 (2024: £42,802).

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2025 (continued)

### 9 Trustee remuneration and expenses, and related party transactions

One (2024: two) trustee claimed reimbursed travel expenses totalling £266 during the year (2024: £510).

One trustee (2024: one) received fees as an artist supplying services to the charity, as permitted by the charity's governing document:

	2025	2024
	£	£
Bettina Carpi	29,504	19,309

Ruth Spencer, partner of Adam Holloway, executive Director, was engaged as a freelance artist by the charity and received fees of 13,585 during the year (2024: £9,675).

Apart from the above transactions, no trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2024: nil).

### 10 Government grants

The government grants recognised in the accounts were as follows:

	2025	2024
	£	£
Arts Council England	125,831	130,431
Cheshire West & Chester Council	85,531	42,781
Northwich Town Council	4,000	
Police and Crime Commissioner for Cheshire		4,980
	<hr/>	<hr/>
	215,362	178,192
	<hr/>	<hr/>

The are no unfulfilled conditions and contingencies attaching to the grants.

## Cheshire Dance Workshop Limited

### Notes to the accounts for the year ended 31 March 2025 (continued)

#### 11 Corporation tax

The charity is exempt from tax on income and gains arising within Chapter 2 or Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

#### 12 Fixed assets: tangible assets

<b>Cost</b>	Computer equipment	Other equipment £	Total £
At 1 April 2024	23,716	17,460	41,176
Additions	3,000		3,000
Disposals			
	26,716	17,460	44,176
	26,716	17,460	44,176
<b>Depreciation</b>			
At 1 April 2024	20,868	17,460	38,328
Charge for the year	2,174		2,174
Disposals			
	23,042	17,460	40,502
	23,042	17,460	40,502
<b>Net book value</b>			
At 31 March 2025	3,674		3,674
	3,674		3,674
	3,674		3,674
At 31 March 2024	2,848		2,848
	2,848		2,848
	2,848		2,848

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2025 (continued)

**13 Debtors**

	2025 £	2024 £
Fees receivable	57,739	14,706
Other debtors	491	287
Prepayments and accrued income	13,747	2,165
	<hr/>	<hr/>
	71,977	17,158
	<hr/> <hr/>	<hr/> <hr/>

**14 Cash at bank and in hand**

	2025 £	2024 £
Cash at bank and on hand	272,737	187,471
	<hr/>	<hr/>
	272,737	187,471
	<hr/> <hr/>	<hr/> <hr/>

**15 Creditors: amounts falling due within one year**

	2025 £	2024 £
Trade creditors	30,063	19,670
Other creditors and accruals	3,217	15,966
Deferred income	4,595	
Taxation and social security costs	3,263	2,507
	<hr/>	<hr/>
	41,138	38,143
	<hr/> <hr/>	<hr/> <hr/>

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2025 (continued)

16 Analysis of movements in restricted funds

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2025 £
Training Community	48,725	330,797	(233,360)		146,162
Training Professional	41,894	78,373	(100,333)		19,934
<b>Total</b>	<b>90,619</b>	<b>409,170</b>	<b>(333,693)</b>		<b>166,096</b>

<b>Previous reporting period</b>	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2024 £
Training Community Training	69,628	88,018	(108,921)		48,725
Training Professional	32,659	70,516	(65,531)	4,250	41,894
<b>Total</b>	<b>102,287</b>	<b>158,534</b>	<b>(174,452)</b>	<b>4,250</b>	<b>90,619</b>

<b>Name of restricted fund</b>	<b>Description, nature and purposes of the fund</b>
Training Community	This represents funds to deliver inclusion projects mainly relating to an artist in residence programme with funds mainly derived from Peoples' Postcode Lottery and Vivo Care Choices and a young peoples' mental health programme with funds mainly derived from the Police and Crime Commissioner for Cheshire.
Training Professional	This represents funds to deliver Professional work, mainly relating to funds held for Dance Consortia North West mainly derived from Arts Council England and funds carried forward to support programming costs for the next Now Northwich festival.

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2025 (continued)

17 Analysis of movement in unrestricted funds

<b>Current reporting period</b>	tsalance at 1 April 2024 £	Income £	Expenditure £	Transfers £	As at 31 March 2025 £
General fund	52,358	227,390	(162,777)	(64,750)	52,221
Designated fund	20,509			28,750	49,259
Designated fund 2				32,000	32,000
Designated fund 3	5,848		(2,174)	4,000	7,674
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	78,715	227,390	(164,951)		141,154
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>Previous reporting period</b>	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	As at 31 March 2024 £
General fund	51,155	180,272	(174,819)	(4,250)	52,358
Designated fund	23,509			(3,000)	20,509
Designated fund 3	4,273		(1,425)	3,000	5,848
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	78,937	180,272	(176,244)	(4,250)	78,715
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

<b>Name of unrestricted fund</b>	<b>Description, nature and purposes of the fund</b>
General fund	The free reserves after allowing for all designated funds
Designated fund	Designated to cover committed core costs, including fundraising and support staff costs.
Designated fund 2	Designatd to cover Cheshire Dance 50th birthday and legacy costs.
Designated fund 3	Designated to cover future depreciation costs and agreed asset purchases in line with Note 1h for assets purchased.

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2025 (continued)

**18 Analysis of net assets between funds**

	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets		3,674		3,674
Net current assets/(liabilities)	52,221	85,259	166,096	303,576
<b>Total</b>	<b>52,221</b>	<b>88,933</b>	<b>166,096</b>	<b>307,250</b>
<b><i>Previous Reporting Period</i></b>	<b><i>General fund £</i></b>	<b><i>Designated funds £</i></b>	<b><i>Restricted funds £</i></b>	<b><i>Total £</i></b>
<i>Tangible fixed assets</i>		<i>2,848</i>		<i>2,848</i>
<i>Net current assets/(liabilities)</i>	<i>49,510</i>	<i>26,357</i>	<i>90,619</i>	<i>166,486</i>
<b>Total</b>	<b>49,510</b>	<b>26,357</b>	<b>90,619</b>	<b>169,334</b>

**19 Reconciliation of net movement in funds to net cash flow from operating activities**

	2025 £	2024 £
<b>Net income/(expenditure) for the year</b>	137,916	(11,890)
<b>Adjustments for:</b>		
Depreciation charge	2,174	1,425
Dividends, interest and rents from investments	(4,667)	(1,977)
Decrease/(increase) in debtors	(54,819)	9,570
Increase/(decrease) in creditors	2,995	(11,969)
<b>Net cash provided by/(used in) operating</b>	<b>83,599</b>	<b>(14,841)</b>

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2025 (continued)

20 Prior year Statement of Financial Activities (including Income and Expenditure account)

	Unrestricted funds f	Restricted funds f	Total funds 2024 f	Total funds 2023 f
<b>Income from:</b>				
Charitable activities:	178,295	158,534	336,829	347,101
Investments	1,977		1,977	530
<b>Total income</b>	<b>180,272</b>	<b>158,534</b>	<b>338,806</b>	<b>347,631</b>
<b>Expenditure on:</b>				
Charitable activities:	176,244	174,452	350,696	330,171
<b>Total expenditure</b>	<b>176,244</b>	<b>174,452</b>	<b>350,696</b>	<b>330,171</b>
<b>Net income/(expenditure) for the 'f</b>	<b>4,028</b>	<b>(15,918)</b>	<b>(11,890)</b>	<b>17,460</b>
Transfer between funds	(4,250)	4,250		
<b>Net movement in funds for the year</b>	<b>(222)</b>	<b>(11,668)</b>	<b>(11,890)</b>	<b>17,460</b>
<b>Reconciliation of funds</b>				
Total funds brought forward	78,937	102,287	181,224	163,764
<b>Total funds carried forward</b>	<b>78,715</b>	<b>90,619</b>	<b>169,334</b>	<b>181,224</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.












# C042 final accounts 2025

Final Audit Report

2025-12-02

Created:	2025-12-02
By:	Cheshire Dance (people@cheshiredance.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAb270Jpmds3i8nnlNO7RNbuUYZDRQoa9x

## "C042 final accounts 2025" History

-  Document created by Cheshire Dance (people@cheshiredance.org)  
2025-12-02 - 1:34:25 PM GMT
-  Document emailed to Holly Ashton (holly.a.aston@gmail.com) for signature  
2025-12-02 - 1:34:38 PM GMT
-  Document emailed to Peter Mearns (peter.mearns@live.co.uk) for signature  
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Approval Date: 2025-12-02 - 1:35:37 PM GMT - Time Source: server
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2025-12-02 - 5:37:31 PM GMT
-  Signer Holly Ashton (holly.a.aston@gmail.com) entered name at signing as Holly Aston  
2025-12-02 - 5:38:25 PM GMT
-  Document e-signed by Holly Aston (holly.a.aston@gmail.com)  
Signature Date: 2025-12-02 - 5:38:27 PM GMT - Time Source: server

✔ Agreement completed.

2025-12-02 - 5:38:27 PM GMT

**CHESHIRE DANCE WORKSHOP LIMITED**

England & Wales - Charity number 1020584

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# Accounts

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Company number: 2811035

Charity Number: 1020584

# Cheshire Dance Workshop Limited

Report and financial statements  
For the year ended 31<sup>st</sup> March 2024

Cheshire Dance Workshop Limited  
Reference and administrative information  
for the year ended 31 March 2024

**Company number** 2811035

**Charity number** 1020584

**Registered office and operational address**

Winsford Library, High Street, Winsford, Cheshire, CW7 2AS

**Trading Name** Cheshire Dance

**Trustees** Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Holly Aston	Co-Chair (appointed 27 June 2023)
Peter Mearns	Co-Chair (appointed 27 June 2023)
Rosalyn Thomas	Treasurer (appointed 8 February 2024)
Nina Osbaldeston	Treasurer (resigned 18 October 2023)
Victoria Barratt	(appointed 27 June 2023)
Bettina Carpi	
Tamar Dixon	(appointed 27 June 2023)
Janet Halloran	
Tony Malone	(appointed 27 June 2023)
Kerry Ogden	(appointed 27 June 2023)
Shelley Owen	(resigned 27 June 2023)
Josh Slater	(resigned 27 June 2023)
Gillian Whitworth	Chair until 27 June 2023 (resigned 15 April 2024)
Jacob Wye	(appointed 27 June 2023)

**Secretary** Adam Holloway

**Key management personnel** Adam Holloway

**Bankers**

Barclays Bank PLC  
21 Dingle Walk, Winsford, Cheshire, CW7 1AG

**Independent examiner** Christy Lau FCCA CTA DChA, Slade & Cooper Limited  
Beehive Mill, Jersey Street, Ancoats, M4 6JG

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2024

The trustees present their report and the unaudited financial statements for the year ended 31 March 2024. Included within the trustees' report is the directors' report as required by company law.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

## Welcome from the Co-Chairs

Welcome.

We are pleased to present the Cheshire Dance Annual Report and Accounts for 2023/2024.

We feel privileged to be the Co-Chairs of a charity that is nearly 50 years old yet continues to innovate, adapt, and grow. In a year that has marked several new projects and appointments for the organisation, it feels apt to add new content to this report, with a covering note from us as the charity's new Co-Chairs.

It has been an exciting year for Cheshire Dance as we work strategically to grow our impact, reach, and drive change in the cultural sector and region. We are digging deep to review our mission, values, and systems, as well as extending team capacity and expertise, alongside board governance and planning for the charity's long-term future and growth.

Alongside ongoing support through **Arts Council England** and **Cheshire West and Chester Council**, we were delighted this year to announce our amazing new partnership with the **Westminster Foundation** and a targeted 5-year programme titled **Nexus** to drive creative and life outcomes for young people, which this funding will make possible.

[Dance Consortia North West](#) continues to be a priority for the organisation. With additional support from **Arts Council England**, we have commissioned consultants to undertake a three-phase research process rooted in stakeholder engagement. We aim to deliver an evolved organisational structure designed for cultural leadership in the North West and a programme that speaks directly to sector needs.

Elsewhere, our programme remains as vibrant, vital and diverse as ever. We are breaking new ground through [Wanna Dance?](#) – Our artists-in-residence project in a Profound and Multiple Learning Disability context unlocks creative and social outcomes through one-to-one artistic practice with those who face some of the most significant barriers to accessing the arts and participation. Our [Now Northwich](#) festival was, as ever, a triumph, bringing a day of electrifying dance performances to the town of Northwich. More on these projects, **The Spotlight Project** and **Ben Wilson (Dance Super Hero)**, as well as our consultancy work for DCNW, can be found in this report.

We'd like to thank all our staff, board, artists, volunteers, participants, partners and funders, who make our work possible – and look forward to seeing what we can achieve together in the years ahead.

Holly Aston and Peter Mearns

Co-Chairs of the Board of Trustees

**Cheshire Dance**

**CREATE. LEARN. EXPERIENCE.**

[www.cheshiredance.org/about](http://www.cheshiredance.org/about)

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2024

### Objectives and activities

The association is established to promote, maintain, improve and advance the education of the public in the arts and in particular the study, performance, knowledge, understanding and appreciation of the art of dance in all its manifestations.

The trustees review the aims, objectives, and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work during the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to the groups that it is set up to support. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The charity's main activities and those who benefit from its programme are described below. All its charitable activities focus on Dance and are undertaken to further Cheshire Dance's charitable purposes for the public benefit.

Cheshire Dance is very well recognised in providing public benefit through the advancement of education in dance, related arts activity, community development and health promotion. We do this in several ways, including :-

- Delivering dance classes in civic spaces engaging a wide spectrum of the community
- Delivering dance both in and out of school, further and higher education settings
- Delivering structured physical activity through movement and dance connected to health settings
- Employing and supporting independent artists
- Delivering Continuing Professional Development with artists and other professionals
- Engaging the public in works of art, both as audience and as participants

Some activities promote more mainstream engagement whilst the majority of our activity is targeted proactively at specific communities and groups who face inequalities of opportunity. We work regularly on an outreach basis ensuring that as many people as possible can engage locally to where they live, particularly in areas of low engagement.

Opportunities vary in type and target group and range from regular classes to short intensive projects, from individual sessions and performances to full day/week activities and large-scale festival events. Dates and times are also adaptable to increase our inclusivity and relevance - daytimes, evening, weekends through term time and school holidays. Our flexibility to programme in this way is a strength and ensures that more people over a much wider geography and demographic have the opportunity to experience dance than would otherwise be the case.

We find ways to connect, move and dance together through all our participation sessions, supporting people's physical and mental wellbeing. We have evidence that high-quality, creatively rich content is key to the success of our organisation in extending our reach and in supporting the independent sector. Increasingly, Cheshire Dance offers a strong digital presence offering online dance sessions, film, photography, news and b/vlogs with an ever-growing take up enabling us to extend our reach to a younger audience and those whose mobility is restricted.

Cheshire Dance continues to focus on its core mission to enable all ages, abilities and disabilities access to dance experiences and the chance to benefit from their transformative power. Our strengths lie in

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2024

addressing the systemic barriers that exist in accessing dance through inequality of opportunity and health as well as (for some) extreme financial pressures in this current economic climate.

We work to meet societal challenges head on and advocate for the lesser-heard voices in the community. We champion diverse aesthetics across many different dance styles and drive place-based partnerships spanning culture, voluntary, public and private sectors.

### Staffing

Cheshire Dance's success is founded on its people. We run our own CPD programme and consider best practice on a daily basis with dance artists and other sector professionals – health and care, education, regeneration and place-making. We are a long-standing co-creator with groups, communities and partner organisations and we strive to ensure that our work remains connected to our stakeholders and is relevant to their needs and aspirations.

Cheshire Dance for the period of 2023-2024 employed:

- **Staff:** 3 full time staff and 3 part time staff, equating to 5.5 Full Time Equivalent (FTE) employees.
- **Freelance Staff:** Cheshire Dance worked with numerous freelance staff throughout the year. 37 artists were engaged through specific initiatives, including Wanna Dance? Wildfire Rising and The Spotlight Project and through the regular classes programme. We also struck new freelance relationships with a Now Northwich Festival Producer, specialist Fundraiser and a Marcoms specialist.

And engaged:

- **Volunteers:** Volunteers played an important role, especially in key events like the Now Northwich festival which involved 25 volunteers.

These figures reflect the active involvement of a broad community supporting Cheshire Dance's programmes and activities in 2023/2024.

Cheshire Dance Workshop Limited  
 Trustees' annual report  
 for the year ended 31 March 2024

**Achievements and performance**

**Highlights of the Year 2023-2024**

“Through this project we have seen first-hand how Cheshire Dance organically engages and empowers young people, allowing them to have a genuine voice.”  
 Spotlight Project Partner

# CHESHIRE DANCE

## 2023 - 2024

### IN NUMBERS

CREATE. LEARN. EXPERIENCE.

“Infinite gratitude for these beautiful workshops that inspire and nurture my true being.”  
 Inquiring Bodies Participant

During 2023-24 we've continued to work to address systemic issues around **inequality of health & opportunity** in under-served communities right across Cheshire with **97%** of Cheshire Dance's participation programme focusing on people with **protected characteristics** and/or from **low socio economic groups**, with **subsidised training for artists** who remain at the forefront of tough economic conditions.

# 29,229 Total Dance Experiences

**DANCE EXPERIENCES**

13,389  
YOUNG PEOPLE

3,863  
OLDER ADULTS

10,808  
DISABILITIES

1,170  
OTHER

**Focus**

354  
PERFORMANCE OPPORTUNITIES

20,999  
CLASS ATTENDANCES

8,230  
AUDIENCE EXPERIENCES

FOR ALL ABILITIES / DISABILITIES

**Type**

46%  
YOUNG PEOPLE

13%  
OLDER ADULTS

37%  
DISABILITIES

RELATING TO CLASS ATTENDANCES, AUDIENCE EXPERIENCES & PERFORMANCE OPPORTUNITIES

**Attendance**

9,226  
YOUNG PEOPLE

2,526  
OLDER ADULTS

9,914  
DISABILITIES

PARTICIPATING IN CLASSES & WORKSHOPS

**Engaging participants 1-90** years of age living in or around Cheshire West & Chester

Find out more at:  
[www.cheshiredance.org](http://www.cheshiredance.org)

“What you give us really is something special.”  
 U3A Participant

“I can't move much of my body but you've shown me little ways to explore movements; in these sessions I feel great inside.”  
 Participant living with a neuromuscular condition

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2024

### Company Highlights 2023/24

The June 2023 appointment of Co-Chairs Holly Aston and Peter Mearns, along with a refreshed Board of Trustees also appointed at the same time, signifies a new and progressive era for Cheshire Dance.

**A transformative year for Cheshire Dance:** This year has been a milestone for the organisation, with our impact and influence growing considerably through the partnerships we lead and work with. Cheshire Dance is increasingly being recognised as a driving force for change within the national cultural sector.

- **Dance Consortia North West trajectory:** This year marked significant progress for Dance Consortia North West (DCNW). We continued and completed 3 commissioning rounds in this two-year **DCNW Research Programme**, involving 17 artists and organisations in re-imagining dance in the North West and we began working with consultants on stakeholder engagement and resourcing a longer term **NW Dance Plan**.
- **Exciting NEW partnership with Westminster Foundation:** We are thrilled to announce **NEXUS**, a targeted five-year programme in collaboration with the Westminster Foundation. This initiative aims to drive creative and life outcomes for young people and support their personal and professional growth.
- **Culture as a basic need:** We have come to understand more deeply than ever that culture is not a luxury but a necessity, akin to food and shelter. For many, access to culture functions as an emergency service, providing vital outlets for expression, connection, and well-being. The **Wanna Dance?**, **Spotlight**, **Wildfire Rising** and **Nexus** programmes are key examples of this.
- **Artists are the key:** to cross-societal connections, celebrating diversity and tackling inequality. We strive to support our artistic community through work, bursaries, bespoke artist development and a host of CPD opportunities as well as performance platforms like **Now Northwich** which are vital for sustaining artists' careers and **talent retention** in the region.
- **Strengthening team capacity and governance:** By expanding our team with specialist expertise in producing and development as well as improving board governance, Cheshire Dance is better positioned to lead its growing programme and partnerships with confidence and foresight.

*"Just wanted to thank you for your time. It really is a huge help to be able to speak with you and very reassuring in our NPO governance process. Looking forward to developing the relationship with Cheshire Dance over the next few years. I will be sure to mention you in dispatches and in the minutes of our next Board meeting. It was very productive from my perspective."*

**Chair of a new ACE National Portfolio Organisation in the North West**

### Artistic Programme Highlights 2023/2024

Of particular interest in 2023/2024 are the commissions and consultations with **Dance Consortia North West (DCNW)**, the programmes **Wanna Dance?** and bespoke **Dance and Young People Programmes** including our projects **Spotlight** and a feature with **Ben Wilson (Dance Super Hero)** as well as our annual calendar highlight, the **Now Northwich** festival.

Cheshire Dance Workshop Limited  
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*Image: DCNW Research Programme | Photo by Joel Chester Fildes*

**Dance Consortia North West (DCNW)** is led by Cheshire Dance and is a partnership of dance development organisations, artists and companies, venues and HEIs, focused on supporting and growing the regional dance sector. Our collaboration enabled:

- **Strategic Growth:** Dance Consortia North West is a priority for Cheshire Dance. With additional support from **Arts Council England**, we have commissioned consultants to undertake a three-phase research process rooted in stakeholder engagement. We aim to produce and resource a new Dance Plan including a programme that speaks directly to sector needs and an evolved governance structure. We will also use this as a starting point to explore ways of diversifying our income streams and deliver on this work with a long term outlook.
- **Research Programme:** In 2023/24, the two-year DCNW Research Programme continued, commissioning artists and organisations across the region to reimagine dance in the North West. The programme enters its final phase in Autumn 2024.
- **Sector Leadership:** The DCNW project aims to restructure organisational leadership and develop a programme that responds directly to sector needs. This process of stakeholder engagement and collaboration aims to cohere cultural leadership for dance in the North West.
- **Opportunities for Artists and Organisations:** DCNW's work opens more pathways for local dance artists to connect with new platforms and opportunities within and beyond the cultural sector.

**Wanna Dance?** is a pioneering initiative that is breaking new ground in providing artistic opportunities for individuals with profound disabilities that is gaining recognition in the broader cultural and care sectors.

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*Image: Wanna Dance | Film still by Sam Ryley*

- **Project Overview: *Wanna Dance?*** is an artist-in-residence programme developed by Cheshire Dance in partnership with **Cheshire West and Chester Council's** statutory care service **Vivo Care Choices**. As partners we aim to provide one-to-one dance opportunities for people with **Profound Intellectual and Multiple Disabilities (PIMD)**, people that are often considered to be the marginalised of the most marginalised in our community. *Wanna Dance?* focuses on unlocking creative and social outcomes through co-created movement sessions and creative projects, enabling participants to explore and express themselves through the non-verbal language of dance.
- **Partnerships and Funding:** The project has been supported by multiple funding streams, including **The Peoples' Postcode Lottery**, **Marjory Boddy Trust**, **Anne Duchess of Westminster Trust**, and **Vivo Care Choices**, and for the coming year the **National Lottery Awards for All**, **Sport England's Movement Fund**, the **Baily Thomas Charitable Trust** and **Schroder Charity Trust**. These crucial funds allow the project to run across various locations, including **Chester's Canal Street**, **Lightfoot Lodge** and the **Coronation Centre in Ellesmere Port**.
- **Programme Reach:** Since its inception, the project has engaged intensively with **19 dancers with Profound Intellectual and Multiple Disabilities (PIMD)** and over **30 staff**, delivering more than **300 one-to-one sessions**. The sessions are designed to be co-created with considerable attention paid to ethical practice, ensuring participants have a say in how they wish to engage with dance.
- ***Wanna Dance?* Film:** The project also produced a creative film output, showing the work of artists **Ruth Spencer** and **Jane McLean**, capturing dance moments with people with **Profound Intellectual and Multiple Disabilities (PIMD)**. This compelling film, created by filmmaker **Sam Ryley** and composer **Gary Lloyd**, premiered in 2023 at **Storyhouse, Chester**, and has received

## Cheshire Dance Workshop Limited

### Trustees' annual report

for the year ended 31 March 2024

over 1.4k views and widespread recognition. The film continues to be shared across the dance, social care, and disability sectors.

**Watch this joyful and outstanding 15-minute film here:**

<https://bit.ly/WannaDanceCheshireDance>

- **Presentations and Recognition:** The *Wanna Dance?* film and programme have been presented at multiple events, including the **University of Chester's Crossing Borders** event and the **Choreographies of Care Symposium** at the **University of Central Lancashire** as well as a **National Care Conference** at the **University of Coventry**. The project is gaining national and international recognition, with presentations planned for future forums.
- **Cheshire Dance** have convened a national group, the **PIMD Dance Network** of artists specialising in artistic practice with people with PIMD for shared CPD and knowledge exchange.
- **Future Plans:** The project will continue in 2024 and into 2025 with additional film work and extended residencies. There is also an appetite for more collaborations with organisations like the **Northern Chamber Orchestra**, following a successful exchange in 2024 where dancers from **Vivo Care Choices** had the opportunity to dance with live musicians.



*Image: Wanna Dance | Film still by Sam Ryley*

*"Just wanted to thank you again for coming over today and sharing some of your practice - it's really amazing what you're doing. My students were really inspired by you."*

**Ed Morris, University of Chester**

**Dance and Young People Programmes:** Cheshire Dance is committed to integrating dance across the community, throughout the healthcare system and into education through partnerships with schools and

Cheshire Dance Workshop Limited  
Trustees' annual report  
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colleges, health and care organisations, the public and voluntary sectors and with other like-minded cultural organisations.



*Image: Duke of Westminster visit 2024 | Photo by Cheshire Dance*

- **NEXUS**

Cheshire Dance signed a 5-year partnership agreement with the **Westminster Foundation** in March 2024 for a referral-based development programme supporting young people in Chester, Ellesmere Port and surrounding areas to engage in dance and benefit from its transformative power. Following a setup phase starting April 2024 the programme will commence in October 2024 and led by **Emma Thomas as the new Nexus Programme Manager**. Particular strands of the project include: -

- The return of **Re:Wind** in partnership with **Theatre in the Quarter, 5 Blacon Primary Schools and Blacon High School**. Young people will devise a piece, working with dance, drama and music, premiere at **Storyhouse** and then tour back across the Blacon Schools involved.
- **Ancora Dance**, supporting young people through creativity and dance in both resident and transitional NHS educational settings to re-engage in mainstream education. Delivered in partnership with the **Countess of Chester NHS Foundation Trust**, this also includes some support for individuals on return to their mainstream schools even if outside the beneficiary area.
- **Home Education Dance** will include regular sessions with young people at **Theatre Porto's** base in Ellesmere Port.

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2024

- **DS Dance** is a weekly group based in Chester involving young people with Downs Syndrome and part of a wider partnership of 3 groups in partnership with **Downs Syndrome Cheshire**.
  - Starting in year 2, the **Nexus Project** will become a new dance development group for young people at **Storyhouse**, based on Cheshire Dance's existing **Spotlight model**, developed in Winsford.
  - A new **Youth Panel** will also be set up that will amplify young voices not only within Nexus and Cheshire Dance but also amongst partner organisations.
- **Dance in Education Programmes:** Cheshire Dance has a strong focus on dance in education, with partnerships and projects aimed at delivering creative dance experiences in schools. For example, the organisation worked with **Edsential** to offer workshops and creative projects in schools, including sessions on cross-curricular topics such as "travelling the world."
  - **GCSE Dance Support:** Cheshire Dance provided support for the delivery of **GCSE Dance** in local schools, particularly in cases where schools faced staffing challenges. For example, at **Hartford High**, the organisation has started a full year of GCSE dance delivery for Year 10 pupils, and additional support was provided to two other high schools when staffing was in short supply.
  - **Capoeira Workshops:** The organisation delivered **Capoeira** workshops as part of its education programme. Schools, including **Ancora Hospital School**, requested regular sessions, and dance artists delivered engaging experiences for students.

*"The Capoeira session delivered to the young people at Ancora House was pitched perfectly. Rafael engaged the young people by introducing instruments and gained their confidence by expertly building the session to the point where they were happy to join in and try the moves. The session was engaging and uplifting and we look forward to working with Rafael in the future."* **Assistant Head of School**

- **Creativity Week:** During the Creativity Week for schools under the **Fallibroome Trust**, Cheshire Dance provided dance workshops focused on the theme of "reflection." These workshops were conducted in several schools, including **Park Lane Special Needs School** and **Winsford High Street Primary**.
- **Young Creatives:** Cheshire Dance also offered creative spaces for young people in the LGBTQ+ community in partnership with Chester Pride through its **Young Creatives** programme (formerly Queer Histories). This programme allows young people to explore creative processes, discover their identities, and engage in meaningful conversations.

**The Spotlight Project** is a cross-sector referral and social prescribing initiative that is critical in addressing mental health challenges and providing creative outlets for young people in Winsford. Its continued funding ensures it can support more participants over the coming years.

Watch the uplifting 3-minute short film here: <https://bit.ly/SpotlightCheshireDance>

- **Overview:** **The Spotlight Project** is a Cheshire Dance initiative to support young people, particularly those aged 11-18 in Winsford, experiencing mental health challenges or other barriers to participation in the arts. The project provides a safe and supportive space for young people to explore creativity and express themselves through dance.
- **Performance and Impact:** **The Spotlight Project** offers performance opportunities and creative workshops. In February 2024, the young dancers from the project shared their original

## Cheshire Dance Workshop Limited

### Trustees' annual report

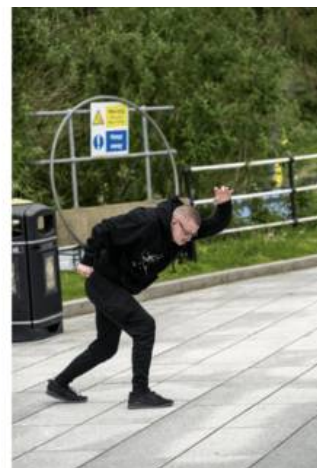
for the year ended 31 March 2024

choreography at a special performance event at Winsford Youth and Community Forum. The project continues to offer significant social and emotional benefits for its participants, helping them build confidence and resilience.

- **Funding and Future:** *The Spotlight Project* has secured funding from various sources, including the **Winsford Youth and Community Forum** via the **Million Hours Fund** and other local grants, securing its continuation until **April 2026**. This funding enables regular sessions and sustained support for the young people involved.
- **Collaboration and Support:** *The Spotlight Project* is delivered in partnership with several organisations, including **Winsford Youth and Community Forum**, **Winsford NHS Care Community**, **Youth Fed**, and **Mind Body Balance Academy**. These collaborations help provide a holistic approach to supporting young people through dance.

*"Thank you all for your hard work in delivering this project and making such a difference to these young people"* **Jackie-Ann, Care Community Support Manager**

**Ben Wilson (Dance Super Hero)** – Ben is a young dancer and choreographer who began dancing with Cheshire Dance through the Downs Syndrome dance programme delivered in partnership with **Downs Syndrome Cheshire**. Ben has joined a strategic North Area dance programme led by **TIN Arts** in Durham, delivered locally by Cheshire Dance to support his choreographic development and dancing career. Ben is in year 2 of this programme and is flourishing as an emerging artist.



*Image: Ben Wilson performance Now Northwich 2024 | Photo by Danielle Paul*

**Now Northwich** festival remains a key event in Cheshire Dance's calendar. It offers engaging artistic experiences and a platform for regional talent. The festival also plays a pivotal role in bringing the community together through dance.

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Trustees' annual report  
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*Image: Now Northwich 2024 | Photo by David Sejrup*

- **Now Northwich Festival 2024:** The 2024 edition of the **Now Northwich** festival was a major success, bringing together electrifying dance performances for the town's residents. The event continues to be a highlight in Cheshire Dance's annual programming. This year, a new model for engaging North West artists was proposed for testing in 2025 subject to funding, which could provide even more opportunities for local talent.
- **Young Producers at Now Northwich:** In 2024, the Young Producers group actively participated in the festival by designing and delivering an interactive creative trail. This trail involved workshops, performances, and craft activities, which engaged **240 families** and several community groups. This feature demonstrated the growing influence of young artists on the festival.
- **Performances and Partnerships:** The festival included a notable commission and series of performances of **Company Carpi's *In This Place Upon This Earth***, among other highlights. **Now Northwich** continues to thrive as a space for innovative dance and cultural engagement.

*"The whole day was a balm for the soul, thank you for making it all happen".*  
**Now Northwich visitor**

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2024

### Artist and Creative Development

This year, we supported the artistic development of 47 emerging and established artists and dance companies through CPD and residencies including 67 one-to-one artist surgeries, free access to our studio space as well as bursaries to support financial access to training.



*Image: Inquiring Bodies | Photo by Cheshire Dance*

- The **Wildfire Rising** initiative for example, supported Global Majority dance artists **Dorivalda Filipe, Ruth Asidi, Pei Tong, Sheetal Maru** and **Akil Morgan** to engage in a year-long (ending Oct 2023) development programme that included extensive one-to-one support, artist development days, **World Dance Masterclasses** and a series of **Inquiring Bodies** days that additionally welcomed other artists, most of whom identified with **Protected Characteristics**.
- Independent Artist, **Ruth Spencer** and Cheshire Dance's Creative Director, **Jane McLean**, brought together a number of **National PIMD Dance Network** meetings as part of the **Wanna Dance?** programme, sharing practice with other artists and inviting guest speakers and internationally renowned specialists from the Care sector.
- The Inquiring Bodies series of full-day creative sharing continued, this year with **Cai Tomas** and again hosted by the **University of Chester**.
- All our artist development work complements our regional efforts through **Dance Consortia North West** which has opened up new opportunities for commissioning artists, further CPD, multiple networking gathering as well as a significant long term strategic consultation, planning and resourcing project with consultants **Ian Tabbron** and **Helen Palmer**.

*"The Inquiring Bodies session last week was brilliant, thank you to you and your team for making it happen!"* **Sheetal Maru**

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2024

### **Beneficiaries of our services**

Cheshire Dance delivers/promotes dance engagement pro-actively amongst specifically targeted groups:

People with Protected Characteristics, including

- Age - Early Years, Young People, Older Adults
- Disability - Physical and Learning Disabled People as well as those with Profound Intellectual and Multiple Disabilities
- Race - Black and Global Majority people
- Gender - girls/women, boys/men specific as well as mixed groups
- Sexual orientation / gender reassignment – LGBTQIA+
- And less so amongst groups identified by religion or belief, marriage and civil partnership, pregnancy or maternity.

Other specifically targeted groups:

- Artists
- People on low incomes and/or living in disadvantaged areas
- Excluded young people
- Young people choosing dance as a formal training route into the profession
- People with health concerns: Cheshire Dance is becoming increasingly recognised as a specialist in Dance and Health.

Cheshire Dance delivers continuing professional development in dance and addresses issues of inequality of opportunity. Together, these not only advance knowledge of the artform, facilitation and dance development but also the effects of physical activity on the body and the duty of care to participants and practitioners. People that engage in Cheshire Dance's continuing professional development activity include:

- Artists
- Teachers in both formal and informal educational settings
- Care, health and youth workers and early years practitioners
- Students and young people

Cheshire Dance seeks to engage the public in works of art as audiences. Particular target groups include:

- People who become audience members following their engagements through wider programmes of participation and continuing professional development.
- Families, friends, colleagues and communities connected to the groups we work with.
- People with an interest in dance and the arts targeted through social media, print and by working in partnership with other organisations.

### **Financial review**

The financial results for the year are set out in the attached financial statements. The overall position was a deficit of £11,890 (2023: £17,460 surplus).

# Cheshire Dance Workshop Limited

## Trustees' annual report

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The total deficit for the year, comprised a deficit on restricted funds of £11,668 (2023: £20,779 surplus) and a deficit on unrestricted funds of £222 (2023: £3,319 deficit).

### ***Raising funds***

Total income for the year was £338,806 (2023: £347,631). Unrestricted grants from Arts Council England and Cheshire West & Chester Council totalled £129,437, the same as prior year. Restricted grant funding reduced to £158,534 from £170,605 in the prior year. Further detail on income is provided in notes 3, 4 and 10 in the accounts.

### ***Assets***

Total funds at March 2024 were £169,334 (2023: £181,224). Of this £90,619 related to funds restricted in nature (2023: £102,287) and £26,357 related to designated funds (2023: £27,782), which have been set aside by the Board of Trustees for the purposes detailed below:

- £20,509 designated to cover committed core costs, including fundraising and support staff costs.
- £5,848 designated to cover future depreciation costs for agreed asset purchases.

The overall cash in bank position was £187,471 (2023: £200,335)

### **Reserves policy**

The Board aims to maintain an appropriate level of unrestricted funds to support Cheshire Dance's work and its programme of activities.

The Charity's reserves policy protects the continuity of its work and provides appropriate cover against the risks to which it is exposed. The reserves policy considers the following risk factors:

- Risks associated with income, including funding and sponsorship, being different or lower from that budgeted.
- Risks associated with expenditure, being different or higher from that budgeted.
- Planned activity level having identified potential threats and opportunities.
- The charity's contractual commitments.
- The potential costs associated with having to wind down the organisation in an emergency situation.

Reserves may also be used to fund new opportunities which arise that may further the organisation's charitable objectives and strategic aims.

### ***Target Free Reserve***

At its October 2024 meeting, the Board set a target reserve of £52,000 comprising £42,000 held in respect of winding down costs and a further £10,000 held in respect of specific risks.

As of 31st March 2024 Cheshire Dance held £52,358 of unrestricted, undesignated reserves which met the target reserve level determined by the policy.

### ***Review of Reserves Policy***

The reserves policy will be reviewed on an annual basis by the Finance Committee and recommended to the Board for any changes or updates.

The level of free reserves held will be monitored by the Finance Committee on a quarterly basis. A risk log is also monitored quarterly by the Board.

# Cheshire Dance Workshop Limited

## Trustees' annual report

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Where current reserves are below the target level of free reserves outlined in the policy, then action should be taken to replenish reserves over the appropriate time period aligned to the business strategy.

### Plans for the future

Cheshire Dance's business model is resilient, and it remains a going concern. It delivers outstanding return on investment for both its core funding partners and will continue to do so. These partners include **Arts Council England** through a National Portfolio Organisation (NPO) agreement and **Cheshire West and Chester Council** through a core Grant Funding agreement. The whole team and Board are immensely grateful for this ongoing support. It is a sign of strong partnership that both core funders additionally invest in Cheshire Dance through specific projects and programmes.

- **Support from new funding sources:** This year, significant new investment came from The Westminster Foundation to initiate **The Nexus Programme** from October 2024 for 5 years as well as from several other trusts and foundations. Together, these funds add value to public sector investment, many of which have recognised Cheshire Dance's work for the first time.
- **Maintaining financial accessibility:** Cheshire Dance is committed to keeping public-facing programmes affordable, ensuring that financial barriers do not prevent community participation in the arts and artists engaging in Continuing Professional Development.
- **Risk-aware, policy-led:** Our financial strategy is both risk-aware and coherent, with policies and practices that ensure sustainability and resilience.
- **Shifting the dial for artists:** The North West is rich in creative talent, yet much of it remains under-utilised. Cheshire Dance, with many partners are working to change this, providing more opportunities for artists to engage in meaningful work.
- **A caring culture:** At the heart of all we do is a commitment to a caring culture - this applies to our artists, staff, volunteers, Board and all our participants, audiences, partner organisations and other stakeholders.

Looking ahead, Cheshire Dance will continue to expand its reach through the Westminster Foundation supported **NEXUS** programme, developing our engagement with local schools and communities of young people and progressing new referral and social prescribing partnerships.

We aim to focus on broadening our national profile and deepen our community impact through our innovative projects **Wanna Dance?** and **The Spotlight Project**.

**Wanna Dance?** will continue with expanded residencies, additional short films and sustaining the National PIMD Dance Network. This work is currently funded until October 2025.

**The Spotlight Project** has secured funding, ensuring its continuation until April 2026, for regular sessions and support for young participants, aiming for long-term impact in Winsford.

### Future Collaborations and New Models

**Dance Consortia North West (DCNW)** is a priority for Cheshire Dance and has been since 2018 when it first gained support for this new partnership driven sector support model from **Arts Council England**. With DCNW partners we aim to develop further programmes that respond directly to sector needs and foster cultural leadership in dance across the North West.

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In Autumn 2024, DCNW will complete the two-year Research Programme and publish final resources, which share learnings and outcomes with the sector via an in-person event and online materials.

Cheshire Dance plans to test a new **North West Artists Platform** model for the development of Outdoor Dance works aimed at elevating regional talent and increasing community engagement through the **Now Northwich** festival.

## **Structure, governance and management**

The organisation is a charitable company limited by guarantee, incorporated in 1993 and registered as a charity in 1983.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees have no beneficial interest in the charity.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 10 to the accounts.

### **Board Recruitment Process**

Cheshire Dance attracts Board members from across the public, private, dance, cultural, voluntary and education sectors. We aim to attract a broad range of applicants from different professional and cultural backgrounds, going further than simply reflecting the stakeholders and geographic areas we currently serve. Roles are advertised openly, and we reach out to different communities through the networks connected to our increasingly diverse programme.

Following Expressions of Interest received, a Board and Team member meet informally with candidates so both parties can assess compatibility. By agreement candidates are then invited to meet the Board/Team through observing a Board meeting. In preparation candidates can access meeting papers and a comprehensive Board Induction pack. Again, by agreement, after the meeting, candidates join the Board formally and continue the induction process.

### **Related parties and relationships with other organisations**

The trustees maintain an accurate Register on Interests covering both trustees and staff. Where conflicts of interest arise in decision-making, specific interests are noted and interested parties step out of the decision-making process. The trustees recognise the importance of including practicing artists in its number.

### **Remuneration policy for key management personnel**

Trustees maintain knowledge of competitive salary levels in the sector. It assesses all staff salaries each year and implements appropriate rises as part of its overall responsibility for financial control and long-term resilience.

### **Risk management**

The Board reviews major risks on a quarterly basis and All Relevant Organisational Risks on an annual basis, or more frequently as circumstances dictate. Options for Mitigating Action are reviewed at the Trigger point and agreed and implemented as appropriate. The Risk Log includes any ongoing adaptation

Cheshire Dance Workshop Limited  
Trustees' annual report  
for the year ended 31 March 2024

and recovery risks associated with the Covid 19 Pandemic, Brexit, the current Cost of Living Crisis as well as broader risks relating to the economy and the climate crisis.

### **Funds held as custodian trustee on behalf of others**

Funds held on behalf of Dance Consortia North West, as a Restricted Fund and total £17,890 in cash at 31st March 2024.

### **Statement of responsibilities of the trustees**

The trustees (who are also directors of Cheshire Dance Workshop Limited for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation

The trustees are responsible for keeping proper accounting records that 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. 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.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

The trustees' annual report has been approved by the trustees on 10/12/2024 and signed on their behalf by

**Holly Aston, Co-Chair**

**Peter Mearns, Co-Chair**

Independent examiner's report  
to the trustees of  
Cheshire Dance Workshop Limited

I report on the accounts of the company for the year ended 31 March 2024 which are set out on pages 21 to 36.

**Responsibilities and basis of report**

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

**Independent examiner's statement**

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Christy Lau FCCA CTA DChA  
Slade & Cooper Ltd, Chartered Certified Accountants  
Beehive Mill, Jersey Street, Manchester M4 6JG

Cheshire Dance Workshop Limited  
Statement of Financial Activities  
(including Income and Expenditure account)  
for the year ended 31 March 2024

	Note	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
<b>Income from:</b>					
Charitable activities:	3	178,295	158,534	336,829	347,101
Investments	4	1,977	-	1,977	530
<b>Total income</b>		<b>180,272</b>	<b>158,534</b>	<b>338,806</b>	<b>347,631</b>
<b>Expenditure on:</b>					
Charitable activities:	5	176,244	174,452	350,696	330,171
<b>Total expenditure</b>		<b>176,244</b>	<b>174,452</b>	<b>350,696</b>	<b>330,171</b>
<b>Net income/(expenditure) for the year</b>	7	<b>4,028</b>	<b>(15,918)</b>	<b>(11,890)</b>	<b>17,460</b>
Transfer between funds		(4,250)	4,250	-	-
<b>Net movement in funds for the year</b>		<b>(222)</b>	<b>(11,668)</b>	<b>(11,890)</b>	<b>17,460</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		78,937	102,287	181,224	163,764
<b>Total funds carried forward</b>		<b>78,715</b>	<b>90,619</b>	<b>169,334</b>	<b>181,224</b>

The statement of financial activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.  
A full comparative SOFA is available on the last page of the financial statements.

Cheshire Dance Workshop Limited  
Company number 2811035  
Balance sheet as at 31 March 2024

	Note	2024		2023	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	12		2,848		4,273
			<b>2,848</b>		<b>4,273</b>
<b>Current assets</b>					
Debtors	13	17,158		26,728	
Cash at bank and in hand	14	187,471		200,335	
		<b>204,629</b>		<b>227,063</b>	
<b>Liabilities</b>					
Creditors: amounts falling due in less than one year	15	(38,143)		(50,112)	
<b>Net current assets</b>			<b>166,486</b>		<b>176,951</b>
<b>Total assets less current liabilities</b>			<b>169,334</b>		<b>181,224</b>
			<b>169,334</b>		<b>181,224</b>
<b>The funds of the charity:</b>					
Restricted income funds	16		90,619		102,287
Unrestricted income funds	17		78,715		78,937
			<b>169,334</b>		<b>181,224</b>
<b>Total charity funds</b>			<b>169,334</b>		<b>181,224</b>

For the year in question, the company was entitled to exemption from an audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006,
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and in accordance with FRS102 SORP, and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 24 to 36 form part of these accounts.

Approved by the trustees on 10/12/2024 and signed on their behalf by:

.....  
Holly Aston, Co-Chair

.....  
Peter Mearns, Co-Chair

Cheshire Dance Workshop Limited  
Statement of Cash Flows  
for the year ending 31 March 2024

	Note	2024 £	2023 £
<b>Cash provided by/(used in) operating activities</b>	19	<b>(14,841)</b>	<b>19,572</b>
<hr/>			
Cash flows from investing activities:			
Dividends, interest, and rents from investments		1,977	530
Purchase of tangible fixed assets		-	(5,697)
<hr/>			
<b>Cash provided by/(used in) investing activities</b>		<b>1,977</b>	<b>(5,167)</b>
<hr/>			
Increase/(decrease) in cash and cash equivalents in the year		(12,864)	14,405
Cash and cash equivalents at the beginning of the year		200,335	185,930
<hr/>			
<b>Cash and cash equivalents at the end of the year</b>		<b>187,471</b>	<b>200,335</b>
<hr/> <hr/>			

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2024

### 1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### a Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Accounting Practice.

#### b Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees have made no key judgments which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

#### c Income

Income is recognised when the charity 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.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2024 (continued)

### **d Donated services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

### **e Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

### **f Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

### **g Expenditure and irrecoverable VAT**

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.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

### **h Tangible fixed assets**

Individual fixed assets costing £400 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Equipment	25%
-----------	-----

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2024 (continued)

### **i Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### **j Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### **k Creditors and provisions**

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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### **l Financial instruments**

The charity 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### **m Pensions**

Employees of the charity are entitled to join a defined contribution scheme. The charity's contribution is restricted to the contributions disclosed in note 8. There were outstanding contributions at the year end of £660 (2023: £821).

## **2 Legal status of the charity**

The charity is a company limited by guarantee registered in England and Wales and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address is disclosed on page 1.

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2024 (continued)

**3 Income from charitable activities**

	Unrestricted £	Restricted £	Total 2024 £
Grants and Contracts			
Active Cheshire	-	3,000	3,000
Anne Duchess of Westminster	-	5,000	5,000
Arts Council England	89,831	40,600	130,431
Cheshire West & Chester	39,606	3,175	42,781
Cheshire West Voluntary Action	-	3,000	3,000
Marjory Body Charitable Trust	-	5,000	5,000
Northwich BID	-	43,332	43,332
Police and Crime Commissioner for Cheshire	-	4,980	4,980
Postcode Lottery	-	13,840	13,840
Earned income	48,122	35,212	83,334
Other income	736	1,395	2,131
	<hr/>	<hr/>	<hr/>
<b>Total</b>	<b>178,295</b>	<b>158,534</b>	<b>336,829</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b><i>Previous Reporting Period</i></b>	<b><i>Unrestricted</i></b>	<b><i>Restricted</i></b>	<b><i>Total 2023</i></b>
	<b><i>£</i></b>	<b><i>£</i></b>	<b><i>£</i></b>
<i>Grants and Contracts</i>			
<i>Active Cheshire</i>	-	7,000	7,000
<i>Arts Council England</i>	89,831	65,900	155,731
<i>Barons Quay</i>	-	5,000	5,000
<i>Cheshire Community Foundation</i>	-	18,492	18,492
<i>Cheshire West &amp; Chester</i>	39,606	867	40,473
<i>Creative Lives</i>	-	225	225
<i>Northwich BID</i>	-	4,000	4,000
<i>Northwich Town Council</i>	-	4,000	4,000
<i>Westminster Foundation</i>	-	9,837	9,837
<i>Without Walls Consortium</i>	-	11,203	11,203
<i>Earned income</i>	46,279	42,841	89,120
<i>Other income</i>	780	1,240	2,020
	<hr/>	<hr/>	<hr/>
<b>Total</b>	<b>176,496</b>	<b>170,605</b>	<b>347,101</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

## Cheshire Dance Workshop Limited

### Notes to the accounts for the year ended 31 March 2024 (continued)

#### 4 Investment income

All of the charity's investment income arises from money held in interest bearing deposit accounts. All investment income is unrestricted.

#### 5 Analysis of expenditure on charitable activities

	Total 2024 £	Total 2023 £
Salaries	167,026	203,394
Other Staff Costs/Contracted Staff	146,309	92,281
Other Core Costs/Resources & Venue/Office	23,353	25,698
Marketing	7,248	1,205
Capital Projects/Depreciation	1,425	1,424
Other/Insurance	2,152	2,802
Governance costs (see note 6)	3,183	3,367
	350,696	330,171
	350,696	330,171
	2024 £	2023 £
Restricted expenditure	174,452	150,278
Unrestricted expenditure	176,244	179,893
	350,696	330,171
	350,696	330,171

#### 6 Analysis of governance and support costs

	Basis of apportionment	Support £	Governance £	Total 2024 £
Accountancy services	Governance	-	3,183	3,183
		-	3,183	3,183
		-	3,183	3,183
<b><i>Previous reporting period</i></b>	<b><i>Basis of apportionment</i></b>	<b><i>Support £</i></b>	<b><i>Governance £</i></b>	<b><i>Total 2023 £</i></b>
Accountancy services	Governance	-	3,367	3,367
		-	3,367	3,367
		-	3,367	3,367

## Cheshire Dance Workshop Limited

### Notes to the accounts for the year ended 31 March 2024 (continued)

#### 7 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2024	2023
	£	£
Depreciation	1,425	1,424
Independent examiner's remuneration -		
Independent examination	1,500	1,428
Accountancy	680	648
Payroll	445	791
Grant audit	300	360
	167,026	203,394

#### 8 Staff costs

Staff costs during the year were as follows:

	2024	2023
	£	£
Wages and salaries	154,075	188,244
Social security costs	9,358	11,370
Pension costs	3,593	3,780
	167,026	203,394
<b>Allocated as follows:</b>		
Charitable activities	167,026	203,394
	167,026	203,394

No employees has employee benefits in excess of £60,000 (2023: Nil).

The average number of staff employed during the period was 6 (2023: 10).

The average full time equivalent number of staff employed during the period was 5.2 (2023: 5.5).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £42,802 (2023: £41,555).

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2024 (continued)

### 9 Trustee remuneration and expenses, and related party transactions

Two (2023: one) trustees claimed reimbursed travel expenses totalling £510 during the year (2023: £48).

One trustee (2023: one) received fees as an artist supplying services to the charity, as permitted by the charity's governing document:

	2024	2023
	£	£
Bettina Carpi	19,309	13,991

Ruth Spencer, partner of Adam Holloway, executive Director, was engaged as a freelance artist by the charity and received fees of £9,675 during the year (2023: £2,700).

Apart from the above transactions, no trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2023: nil).

### 10 Government grants

The government grants recognised in the accounts were as follows:

	2024	2023
	£	£
Arts Council England	130,431	155,731
Cheshire West & Chester	42,781	40,473
Police and Crime Commissioner for Cheshire	4,980	-
Northwich Town Council	-	4,000
	<hr/>	<hr/>
	178,192	200,204
	<hr/> <hr/>	<hr/> <hr/>

The are no unfulfilled conditions and contingencies attaching to the grants.

## Cheshire Dance Workshop Limited

### Notes to the accounts for the year ended 31 March 2024 (continued)

#### 11 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

#### 12 Fixed assets: tangible assets

	Computer equipment	Other equipment £	Total £
<b>Cost</b>			
At 1 April 2023	23,716	17,460	41,176
Additions	-	-	-
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2024	23,716	17,460	41,176
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>Depreciation</b>			
At 1 April 2023	19,443	17,460	36,903
Charge for the year	1,425	-	1,425
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2024	20,868	17,460	38,328
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>Net book value</b>			
At 31 March 2024	2,848	-	2,848
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2023	4,273	-	4,273
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2024 (continued)

**13 Debtors**

	2024	2023
	£	£
Fees receivable	14,706	6,855
Other debtors	287	874
Prepayments and accrued income	2,165	18,999
	<u>17,158</u>	<u>26,728</u>

**14 Cash at bank and in hand**

	2024	2023
	£	£
Cash at bank and on hand	187,471	200,335
	<u>187,471</u>	<u>200,335</u>

**15 Creditors: amounts falling due within one year**

	2024	2023
	£	£
Trade creditors	19,670	42,879
Other creditors and accruals	15,966	3,877
Taxation and social security costs	2,507	3,356
	<u>38,143</u>	<u>50,112</u>

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2024 (continued)

**16 Analysis of movements in restricted funds**

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2024 £
Training Community	69,628	88,018	(108,921)	-	48,725
Training Professional	32,659	70,516	(65,531)	4,250	41,894
<b>Total</b>	<b>102,287</b>	<b>158,534</b>	<b>(174,452)</b>	<b>4,250</b>	<b>90,619</b>

<b>Previous reporting period</b>	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2023 £
Training Community	63,209	64,859	(58,892)	452	69,628
Training Professional	18,299	105,746	(91,386)	-	32,659
<b>Total</b>	<b>81,508</b>	<b>170,605</b>	<b>(150,278)</b>	<b>452</b>	<b>102,287</b>

<b>Name of restricted fund</b>	<b>Description, nature and purposes of the fund</b>
Training Community	This represents funds to deliver inclusion projects mainly relating to an artist in residence programme with funds mainly derived from Peoples' Postcode Lottery and Vivo Care Choices and a young peoples' mental health programme with funds mainly derived from the Police and Crime Commissioner for Cheshire.
Training Professional	This represents funds to deliver Professional work, mainly relating to funds held for Dance Consortia North West mainly derived from Arts Council England and funds carried forward to support programming costs for the next Now Northwich festival.

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2024 (continued)

**17 Analysis of movement in unrestricted funds**

<b>Current reporting period</b>	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	As at 31 March 2024 £
General fund	51,155	180,272	(174,819)	(4,250)	52,358
Designated fund	23,509	-	-	(3,000)	20,509
Designated fund 3	4,273	-	(1,425)	3,000	5,848
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	78,937	180,272	(176,244)	(4,250)	78,715
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>Previous reporting period</b>	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	As at 31 March 2023 £
General fund	48,747	177,026	(179,893)	5,275	51,155
Designated fund	23,509	-	-	-	23,509
Designated fund 2	10,000	-	-	(10,000)	-
Designated fund 3	-	-	-	4,273	4,273
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	82,256	177,026	(179,893)	(452)	78,937
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

<b>Name of unrestricted fund</b>	<b>Description, nature and purposes of the fund</b>
General fund	The free reserves after allowing for all designated funds
Designated fund	Designated to cover committed core costs, including fundraising and support staff costs.
Designated fund 2 (2023)	£10,000 transfer from restricted funds to reserves via the CRF programme designated to reduce a planned budget deficit.
Designated fund 3	Designated to cover future depreciation costs for agreed asset purchases in line with Note 1h for assets purchased.

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2024 (continued)

**18 Analysis of net assets between funds**

	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	2,848	-	-	2,848
Net current assets/(liabilities)	49,510	26,357	90,619	166,486
<b>Total</b>	<b>52,358</b>	<b>26,357</b>	<b>90,619</b>	<b>169,334</b>
<b><i>Previous Reporting Period</i></b>	<b><i>General fund £</i></b>	<b><i>Designated funds £</i></b>	<b><i>Restricted funds £</i></b>	<b><i>Total £</i></b>
<i>Tangible fixed assets</i>	<i>4,273</i>	<i>-</i>	<i>-</i>	<i>4,273</i>
<i>Net current assets/(liabilities)</i>	<i>46,882</i>	<i>27,782</i>	<i>102,287</i>	<i>176,951</i>
<b>Total</b>	<b>51,155</b>	<b>27,782</b>	<b>102,287</b>	<b>181,224</b>

**19 Reconciliation of net movement in funds to net cash flow from operating activities**

	2024 £	2023 £
<b>Net income/(expenditure) for the year</b>	(11,890)	17,460
<b>Adjustments for:</b>		
Depreciation charge	1,425	1,424
Dividends, interest and rents from investments	(1,977)	(530)
Decrease/(increase) in debtors	9,570	20,360
Increase/(decrease) in creditors	(11,969)	(19,142)
<b>Net cash provided by/(used in) operating</b>	<b>(14,841)</b>	<b>19,572</b>

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2024 (continued)

**20 Prior year Statement of Financial Activities (including Income and Expenditure account)**

	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
<b>Income from:</b>				
Donations and legacies	-	-	-	29,015
Charitable activities:	176,496	170,605	347,101	368,578
Investments	530	-	530	41
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total income</b>	<b>177,026</b>	<b>170,605</b>	<b>347,631</b>	<b>397,634</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Expenditure on:</b>				
Charitable activities:	179,893	150,278	330,171	411,174
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total expenditure</b>	<b>179,893</b>	<b>150,278</b>	<b>330,171</b>	<b>411,174</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Net income/(expenditure) for the y</b>	<b>(2,867)</b>	<b>20,327</b>	<b>17,460</b>	<b>(13,540)</b>
Transfer between funds	(452)	452	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Net movement in funds for the year</b>	<b>(3,319)</b>	<b>20,779</b>	<b>17,460</b>	<b>(13,540)</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Reconciliation of funds</b>				
Total funds brought forward	82,256	81,508	163,764	177,304
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total funds carried forward</b>	<b>78,937</b>	<b>102,287</b>	<b>181,224</b>	<b>163,764</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

**CHESHIRE DANCE WORKSHOP LIMITED**

England & Wales - Charity number 1020584

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# Accounts

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Company number: 2811035

Charity Number: 1020584

# Cheshire Dance Workshop Limited

Report and financial statements  
For the year ended 31<sup>st</sup> March 2023

Cheshire Dance Workshop Limited  
Reference and administrative information  
for the year ended 31 March 2023

**Company number** 2811035

**Charity number** 1020584

**Registered office and operational address**

Winsford Library, High Street, Winsford, Cheshire, CW7 2AS

**Trading Name** Cheshire Dance

**Trustees**

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Holly Aston	Co-Chair (appointed 27 June 2023)
Peter Mearns	Co-Chair (appointed 27 June 2023)
Nina Osbaldeston	Treasurer (resigned 18 October 2023)
Victoria Barratt	(appointed 27 June 2023)
Bettina Carpi	
Tamar Dixon	(appointed 27 June 2023)
Janet Halloran	
Tony Malone	(appointed 27 June 2023)
Shamima Noor	(resigned 1 February 2023)
Kerry Ogden	(appointed 27 June 2023)
Shelley Owen	(resigned 27 June 2023)
Josh Slater	(resigned 27 June 2023)
Gillian Whitworth	Chair until 27 June 2023
Jacob Wye	(appointed 27 June 2023)

**Secretary** Adam Holloway

**Key management personnel** Adam Holloway

Cheshire Dance Workshop Limited  
Trustees' annual report  
for the year ended 31 March 2023

<b>Bankers</b>	Barclays Bank PLC 21 Dingle Walk, Winsford, Cheshire, CW7 1AG
<b>Independent examiner</b>	Catherine Hall FCCA DChA, Slade & Cooper Limited Beehive Mill, Jersey Street, Ancoats, M4 6JG

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2023

The trustees present their report and the unaudited financial statements for the year ended 31 March 2023. Included within the trustees' report is the directors' report as required by company law.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

## Objectives and activities

The association is established to promote, maintain, improve and advance the education of the public in the arts and in particular the study, performance, knowledge, understanding and appreciation of the art of dance in all its manifestations.

The trustees review the aims, objectives, and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work during the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to the groups that it is set up to support. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

## Achievements and performance

The charity's main activities and those who benefit from its programme are described below. All its charitable activities focus on Dance and are undertaken to further Cheshire Dance's charitable purposes for the public benefit.

Cheshire Dance is very well recognised in providing public benefit through the advancement of education in dance, related arts activity, community development and health promotion. We do this in several ways, including :-

- Delivering dance classes in civic spaces engaging a wide spectrum of the community
- Delivering dance both in and out of school, further and higher education settings
- Delivering structured physical activity through movement and dance connected to health settings
- Employing and supporting independent artists
- Delivering Continuing Professional Development with artists and other professionals
- Engaging the public in works of art, both as audience and as participants

Cheshire Dance promotes an open programme amongst 3 key markets for dance: audiences, participants and learners along with artists and the professional sector. Some activities promote more mainstream engagement whilst the majority of our activity is targeted proactively at specific communities and groups who face inequalities of opportunity. We work regularly on an outreach basis ensuring that as many

# Cheshire Dance Workshop Limited

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people as possible can engage locally to where they live, particularly in areas of low engagement. Opportunities vary in type and target group and range from regular classes to short intensive projects, from individual sessions and performances to full day/week activities and large scale festival events. Dates and times are also adaptable to increase our inclusivity and relevance - daytimes, evening, weekends through term time and school holidays. Our flexibility to programme in this way is a strength and ensures that more people over a much wider geography and demographic have the opportunity to experience dance than would otherwise be the case.

We find ways to connect, move and dance together through all our participation sessions, supporting people's physical and mental wellbeing. We have evidence that high-quality, creatively rich content is key to the success of our organisation in extending our reach as an organisation and in supporting the independent sector. Increasingly, Cheshire Dance offers a strong online and digital presence offering online dance sessions, film, photography, news and b/vlogs with an ever-growing take up enabling us to extend our reach to a younger audience and those whose mobility is restricted, including for Covid reasons.

### **Staffing**

Cheshire Dance for the period of 2022-2023 employed:

- 2 full time staff
- 4 part time staff
- This equated to 5.5 Full Time Equivalent (FTE) employees.

For the period of 2022-2023 Cheshire Dance contracted or commissioned 42 freelance artists and engaged 36 volunteers.

Cheshire Dance Workshop Limited  
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Highlights of the Year 2022-2023

“It feels good to live in a world that has people like you!”  
 Educating Creatively Conference

“I feel really blessed to have this experience, it's bringing so many new opportunities and connections.”  
 Wildfire Rising Associate Artist Programme

# CHESHIRE DANCE

## 2022 - 2023

### IN NUMBERS

CREATE. LEARN. EXPERIENCE.

During 2022-23 we've continued to work to address systemic issues around **inequality of health & opportunity** in under-served communities right across Cheshire with **92%** of Cheshire Dance's participation programme focusing on people with **protected characteristics** and/or from **low socio economic groups**, with **subsidised training for artists** who are at the forefront of tough economic conditions.

“Thank you for being a few steps ahead of so many in the way you look after & care for your freelancers!”  
 An Artist about Cheshire Dance

“When I dance with you it's the only time I feel free!”  
 Down Syndrome Dance Participant



Engaging participants 1-89 years of age living in or around Cheshire West & Chester

Find out more at:  
[www.cheshiredance.org](http://www.cheshiredance.org)



# Cheshire Dance Workshop Limited

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Cheshire Dance continues to focus on its core mission to enable all ages, abilities and disabilities access to dance experiences and the chance to benefit from their transformative power. Our strengths lie in addressing the systemic issues around inequality, particularly amongst those facing inequality of opportunity and health as well as (for some) extreme financial pressures in this current economic climate.

We work to meet societal challenges head on and advocate for the lesser-heard voices in the community; we remain committed to dismantling barriers to access to the arts by advocating for equity. We champion diverse aesthetics across many different dance styles and drive place-based partnerships spanning culture, voluntary, public and private sectors.

Cheshire Dance's success is founded on its people. We run our own CPD programme and consider best practice on a daily basis with dance artists and other sector professionals – health and care, education, regeneration and place-making. We are a long-standing co-creator with groups, communities and partner organisations and we strive to ensure that our work remains connected to our stakeholders and is relevant to their needs and aspirations.



Pictured: Jane McLean working 1:1 with a participant with PIMD

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For 2022-23, **92%** of our participation programme has focused on people who identify through Protected Characteristics. We focus on areas in the lowest 20% of indices of multiple deprivation and in areas of low arts engagement. During this period, we have been actively listening and responding to the needs of these communities and we have been proud to be a catalyst for more than **54,000 dance experiences**. We have also remained wholly committed to supporting artists, our expert facilitators many of whom face their own challenges in a cost of living crisis.

We are grateful to count on Arts Council England's continued support as a **National Portfolio Organisation (NPO) for 2023-2026**. In addition, we have a continued Funding Agreement from **Cheshire West & Chester Council** and value the support a broad range of other partners and organisations in the public, voluntary, private and education sectors to support many of the initiatives outlined below.

### Our Communities and Our Partners

Thanks to funding and support from regional and national organisations, during 2022-2023 Cheshire Dance was able to provide over 50,000 Dance Experiences to people of all ages, abilities / disabilities right across Cheshire.

With continued funding from Arts Council England as an NPO & from Cheshire West & Chester Council, as well as grants from Postcode Lottery, Cheshire Community Foundation and Active Cheshire – PLUS support from tens of other organisations – we have been able to reach more people with protected characteristics and have employed and supported the career development of high-quality artists who have joined us in bringing dance into the lives of so many.

**THANK YOU FOR YOUR SUPPORT**  
**2022 - 2023**

**54,031** Dance Experiences

**42** Freelance Artists

**40%** Received CPD Bursaries

**63** 1-1 Artist Surgeries

**36** Volunteers

**6** Core Staff

**30+** Partners

Partners and funders shown include: vivo, Cheshire Community Foundation, Arts Council England, Brio Leisure, Cheshire West and Chester, University of Chester, Barons Quay, Edsential, Dance Consortia North West, Without Walls, Westminster Foundation, Down Syndrome Cheshire, Northwich BID, Northwich town council, Sport England, and Active Cheshire.

Young people, older adults, people with disabilities and artists (specifically providing development opportunities for professional artists) remain our four key priority communities. With 23 regular classes that meet the above criteria, (7 aimed at older adults, 4 adult disability, 3 youth disability, 2 all-age adults and 3 schools). Through our regular classes provision alone, we have delivered a total of **20,598** dance experiences to **ages 1-89**.

# Cheshire Dance Workshop Limited

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For some of these activities, Cheshire Dance has worked in partnership with other organisations to ensure we really meet the needs of the community. Some examples of these partnerships are:



**Pictured: DS Dance Warrington**

**DS Dance groups**, established with **Down Syndrome Cheshire**, which has continued to go from strength to strength. With **DS Dance** groups already thriving in **Winsford** and **Chester**, Cheshire Dance has worked in partnership to meet a new demand in **Warrington** with the launch of a new class, **DS Warrington** earlier this year.

**Regular Dance and Disability sessions with Vivo Care Choices** are also still going strong – not only do classes run on a weekly basis at centres in Northwich, Ellesmere Port and Chester but the partnership has taken a step forward with Cheshire Dance undertaking a Dance Artist in Residency at Canal Street and Lightfoot Lodge. (See *Wanna Dance?*).

**Live Well Dance Winsford**, created in collaboration with **Brio Leisure** for older adults and those with long-term managed health conditions. These sessions have been consistently well attended, particularly by those that would not normally visit a sports centre.



**Pictured: Older adults dancing**

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There is also the **Living Lives Together** intergenerational research project at **Belong Villages**, which forms part of a wider research study led by **Ready Generations** and by researchers from the **University of Central Lancashire**. Living Lives Together explores the impact of intergenerational approaches on the executive functioning skills and cognition of both children and elders. During weekly sessions, very young children and their grand-friends have enjoyed teaching and learning together with a range of creative outcomes for both groups.

Other notable outreach programmes include our work with the **Cheshire Wildlife Trust** with the **Wilder Weekends** initiative and the **Breath of Fresh Air** project, both of which highlighted the synergy between movement and nature.

**Pictured: Living Lives Together at Belong Villages (Chester)**

Our involvement in the **Elders Festival** at Storyhouse brings together over 50s dance groups from across the region to share, devise and dance with **Bettina Carpi**, **Patricia Mateus** and **Jody Morgan** in celebration of ageing creatively.

Also with **Storyhouse**, Cheshire Dance has played an active role in the **Kaleidoscope Festival** - an event focused on celebrating neurodiversity and people living with a learning disability. Four of our disability groups shared their work as part of Storyhouse's *'The Stage is Yours'* event in July.



**Pictured: Elders Festival at Storyhouse (Chester)**

**The Spotlight Project** in Winsford, in collaboration with **New Images Youth and Community Centre**, **Mind Body Balance Academy**, **Youth Fed** and **Winsford Care Community** (initially funded by Active Cheshire through Sport England and subsequently funded by Cheshire Community Foundation), The Spotlight Project is an initiative for young people aged 11-18 in Winsford to engage in creative physical activities to improve their mental health and well-being. It welcomes referrals of young people with low level mental health challenges through social prescribing.

This initiative has been a resounding success, with additional funding having been received from **Cheshire West Voluntary Action** to continue beyond the summer of 2023.

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Pictured: The Spotlight Project (Winsford)

Meanwhile, we have pushed ahead with our **Dance in Education Programme**, working with 22 schools from September 2022 to provide a wide range of learning experiences through dance from History and Geography, to exploring topics around relationships and resilience building.

We have delivered a range of sessions including one off workshops, series, 1-week intensives to longer-term, independent projects. We have worked with 19 primary schools, 2 secondary schools and 1 special needs setting.

We have built on our partnership with **Edsential**, continuing to deliver half and full day workshops during residential at 2 sites, and have delivered a longer, more intensive project at **Somerville Primary School** working with over 200 students.

A new relationship with **Ellesmere Port Catholic High School** also developed into the creation of a large outdoor performance with 120 Year 7 students performing alongside their teachers and peers.

In addition, we have developed an offer for **Ukrainian Dance** in partnership with freelance artist, **Olena Hrabchak**. We have had some initial bookings and will be looking to develop this in the new school year from September 2023. This has also prompted a redevelopment of the offer for schools in closer partnership with what the artists would like to develop.

In September, we took part in the **C-Change Conference (A New Way Forward)** in New Brighton to share our learning and expertise, as a sector leader, from delivering Cheshire Dance's Young People's Programme. The conference explored the idea of adapting a new view of education that recognises the value of creativity and its impact on outcomes for children.

Right on the heels of the **Winsford Creates** festival in March 2022, we welcomed the return of our **Now Northwich** festival on in April 2022, issuing an open invitation for existing and new audiences to join a Re-Opening and Recovery effort across all sectors, post-pandemic. Cheshire Dance lead a local partnership including **Northwich Town Council**, **Northwich Business Improvement District (BID)**, **Barons Quay** with the **Rotary Clubs** and the amazing **One Northwich Volunteers**. The festival was supported by additional investment from **Cheshire West and Chester Council's Reopening and Recovery Programme** and **Arts Council England's National Lottery Project Grants**, secured via the Local Authority as well as contribution from our sponsors **Encirc** and **Charcoalblue**.

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The event attracted **27,000 visitors** who came to visit 30 performances, 4 installations and 181 performers (including 148 community performers).

In 2023 – and in discussion with **Cheshire West and Chester Council (CW&C)** – the decision was made to defer the next Now Northwich until April 2024. CW&C have awarded us £89,500 to cover 2 subsequent **Now Northwich** festivals making it part-funded by the UK Government through the **UK Shared Prosperity Fund. (UKSPF)**. We are now focused on how we can make Now Northwich even more diverse and accessible for 2024 & 2025, again attracting family audience from across the sub-region.



Pictured: 1Movema performing 'Taking Flight' at Now Northwich 2022

Inclusion sat at the heart of both programming and attendance, with the event catering to audiences made up of all members of the community and performers of all abilities/disabilities. A particular programming highlight was that this year included a performance by **Frozen Light Theatre** that was specially devised for people with **Profound and Multiple Disabilities**. It was an immense source of pride to the Cheshire Dance team and its partners that the festival programme truly had diversity, and equality of opportunity at the core of its artistic programme this year.



Pictured: Young Producers at Now Northwich

Behind the scenes, our **Young Producers** programme in conjunction with **Now Northwich**, continues. With a steady group of young people who meet once a month to learn and understand the inside workings of putting on a major outdoor event, we look forward to their contribution to **Now Northwich 2024**.

As part of their development, this year the Young Producers have also programmed their own mini festival, **Northwich Rising**, which delivered an awakening of arts in April 2023. A free and fully accessible event, Northwich Rising featured 5 dance performances (including our very own DS Dance, MM Northwich, Dope Male Performance

Company and Step into Dance Groups), vibrant music and a colourful community canvas where the local community was invited to make their mark and explore their creativity.

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This year Cheshire Dance has also partnered with the **Phillip Barker Centre** to work with first year **University of Chester Nursing Degree Students** for a **Creative Health Placement** – a programme which has gone on to achieve resounding success. Working with Nick Ponsillo ?, a pilot project was designed to give nursing students an insight into arts and health practice with 400 students participating. Designed to run in parallel with other nursing placements, the project has positively informed their nursing practice with strong connections to anatomy and physiology.



Pictured: Creative Health Placement at University of Chester

In April 2023, the University of Chester's Faculty of Health and Social Care went on to win the award '**Student Placement of the year: Community**' at the **Nursing Times Awards** for this Creative Health Placement. We look forward to seeing how this project may now evolve into the future.

### Tackling Inequality

During the past year Cheshire Dance has continued to work to address systemic issues around inequality of health & opportunity in under-served communities right across Cheshire. Its participation programme has focused on people with protected characteristics and/or from low socio-economic groups, with subsidised training for artists who are at the forefront of tough economic conditions.

Our core mission has remained unchanged and working to ensure everyone has access to dance and can benefit from its transformative power sits at the heart of everything we do.

We utilise our creative expertise in dance to tackle inequalities and are committed to amplifying the creative voices particularly of older adults, people with disabilities and young people; our aim being to develop our link with health, education, cultural and third sector partners and those least engaged in dance and the arts.



Pictured: Wanna Dance? Artist in Residency Programme at Vivo Care Choices

Our **Dance and Disability Programme** and in particular, our **Wanna Dance?** Programme, is a prime example of this. Developed in response to the Covid-19 pandemic, as a way to enable people with Profound Intellectual and Multiple Disabilities who were unable to access their online provision to keep

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dancing with **Vivo Care Choices** staff, the **Wanna Dance?** programme sees **Vivo Care Choices** service users' take part in one-to-one, in-person sessions to explore how they might like to dance.

Now a **12-month Dance Artist In Residency Programme**, **Wanna Dance?** looks to not only explore how people with complex disabilities might like to dance, but to re-examine models of how dance artists can be embedded in adult social care teams, specialising in non-verbal communication and physical expressions.

Jane McLean and Ruth Spencer (UCLan Dance) are leading the project in Vivo's **Canal Street** and **Lightfoot Lodge** centres. Staff are also being given the opportunity to develop their skills and confidence in facilitating dance with people with profound and complex disabilities.

**Pictured: PIMD Practice Sharing Network**

Our work with **Wanna Dance?** and our growing recognized specialism in dance with people with learning disabilities has made us well-placed to formerly establish a national **Dance and Profound Intellectual and Multiple Disabilities (PIMD) Practice Sharing Network**. We're bringing together dance artists from across the UK who seek to develop their skills and understanding of working with Learning Disabled adults with complex needs.

Our work with **Wanna Dance?** and our growing recognized specialism in dance with people with learning disabilities has



**Pictured: Jane McLean at Crossing Borders Conference**

We share our practice nationally through practice sharing groups and conferences held by **People Dancing**, **Joanna Grace/The Sensory Projects** and the **Centre for Dance Research at Coventry University**. This year, we have developed a website (funded by **UCLan**) to host the **Wanna Dance** project and **PIMD Practice National Sharing Network** news, which can be found at: [www.pimd-dance.org](http://www.pimd-dance.org).

In June, a **Wanna Dance?** Presentation was also shared at the **Society for Dance Research's Inclusion and Intersectionality Conference** (with Ruth Spencer and Jane McLean subsequently being invited to take part in an **Inclusion and Intersectionality Podcast**).

**Borders** event led by the **Department of Music, Media and Performance** at the **University of Chester**. **Crossing Borders** took place at **Storyhouse** and brought together 40 individuals from across university departments, organisations and groups from Arts and Culture, Health and Social Care, Welfare,

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Education and Recreation in Chester, the local region and other parts of the University to share work, practice, goals and desires to arrive at points of intersection and aspiration for potential future collaboration.

More notable work with young people has been achieved through **Project #2**, a follow on from **Project #1** funded by the **Westminster Foundation** with an additional grant from the **Cheshire Community Foundation #iwill Fund**.

Project #2 is a creative initiative led by **Connor Elliman** for young LGBTQ+ people aged 13-19 living in and around Chester to explore queer history in a safe, creative and educational space. For the project, the young people have been working closely with **Chester Pride**, **Cheshire Archives**, **Storyhouse**, and other partner organisations. Project #2 has since culminated with an exhibition at **Chester Pride 2023**.



Pictured: Project #2 at Chester Pride

### Creative Endeavour and Artist Development

Everything you've read so far and what follows is based on the amazing work of the artists that work, train and associate with **Cheshire Dance**.



Pictured: Move & Connect Community Open Class

Our determination to support **Artist Development** and recognise their work, support learning and practice, particularly those who work freelance, has seen us take a significant step forward in how we support them and the opportunities we offer.

A new class has also emerged in Chester for artists of all levels. Facilitated by **Bettina Carpi**, new **Move & Connect** sessions are led by experienced Chester based artists to give fellow professionals the time and space to play with physical possibilities and personal expressions. This session has also given us the opportunity to extend our already-strong relationship with **Storyhouse**.

Cheshire Dance has also continued to support artists through **Dance Consortia North West** as the host organisation. We are delighted to report that the consortia and notably, its **Research Programme** – continues to push ahead.

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Projects from both Rounds 1 and 2 of the programme are very nearly complete, with final outcomes showing that, even operating in the context of challenges around resource and funding, dance in the Northwest is strong, creative, forward-thinking and successful at meeting societal issues head on.

Supported by **Arts Council England**, this 2-year programme has so far commissioned 17 projects that have centred on making work and finding solutions to issues. Successful recipients of the Research programme have been creating new or developing existing work, exploring opportunities for research & development, collaborating with others and furthering dance careers / productions.

The Research Programme is now heading into its final stages, through evaluation and dissemination events. This has been possible thanks to £170,000 of support from Arts Council England through the **National Lottery**.



Pictured: DCNW Research Programme Projects Collage

### Dance Consortia North West

(DCNW) has also continued to engage the whole Northwest sector in the North West Dance Plan (2020-26), working to make sure that dance is thriving across the region and valued nationally and beyond. DCNW remains committed to bringing together dance artists, choreographers, companies, venues and Higher Education Institutions with its ambitious and vision-led strategy to grow the whole Northwest ecology and build the future of dance for audiences, artists, participants and partners by working collaboratively to inform both collective and individual action.

Just one example of this is the seasonal **Dance Performance Campaigns** that Dance Consortia Northwest runs jointly with Cheshire Dance in collaboration with the other Northwest dance organisations (Company Chameleon, Ludus Dance, The Lowry, Fallen Angels, to name but a few). To mark the start of each dance season, organisations, artists and dance professionals come together at the same time to launch the Northwest Performance Listings Programme with the aim of encouraging more dance lovers to go and see more dance performances at a number of venues across the Northwest each season. Campaigns such as these highlight that without a doubt, we're stronger together.

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Pictured: Inquiring Bodies

Thanks to support from the **University of Chester**, Cheshire Dance delivered yet another successful **Inquiring Bodies** event in January in which over 40 artists and practitioners gathered to move, inquire and reflect together, guided skilfully and carefully by Guest Artists **Amy Voris** and **Penny Collinson**. The day offered movement / reflective frameworks for participants to listen into and work with their individual inquiries and needs, while acknowledging the companionship of others. The activities created space for noticing and attuning to one's movement, energy and imagination – and for cultivating internal resources.

All tickets for Inquiring Bodies were free for freelance artists; those in employment were charged £25. The event was incredibly popular with 35 tickets 'selling out' in just a few weeks. This leads us to conclude that the Inquiring Bodies series has become recognised as a high-quality and valued event that supports artists in the Northwest.

Through a second **Arts Council England National Lottery Projects Grant** funded programme that aims to remove barriers of inequality and develop Black and Global Majority dance artists in the northwest, **Wildfire Rising** (in partnership with **Movema**), we have also been making tremendous strides.

**Wildfire Rising Year 2** began in October 2022, taking on 5 North-West based Black and Global Majority Associate Artists. For this second year, **Sheetal Maru**, **Pei Yee Tong**, **Sabrina Steele**, **Dorivalda Filipe** and **Ruth Asidi** have been working with Cheshire Dance and **Movema** to develop their own practice and projects through bespoke development support and a £1,000 development budget each. This is holistic in nature supporting the artist as a whole person, acknowledging the intersections and trauma in which they live, and have lived and work.

For this Year 2 iteration, Wildfire Rising has been focused on deepening the Associate Artists impact by creating time and space for mental well-being, investing in their development, and creating platforms and events to host and promote their talent and skills in the northwest.



Pictured: Spread Your Wings – Wildfire Rising Associate Artists Programme

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**Pictured: Wildfire Rising Year 2 Cohort**

The Wildfire Rising programme was officially launched to the sector in December with the event '**Spread Your Wings**', followed by x2 **Artist Development Days** (April and September), 1:1 **Artist Surgeries** and 3 x **Inquiring Bodies** events which took place at Culture Warrington (May), University of Salford (July) and Bluecoat in Liverpool (October).

In line with our commitment to learning from all elements of the Wildfire Rising Programme and implementing changes from that learning in a timely fashion, we have begun to work with Independent Evaluator **Rachel Gnagniko** from **Amiokaa** to embed formative evaluation throughout the programme.

Not only with our Wildfire Rising Programme but our programme in its entirety, we are looking to deeper embed artists' voices into our planning to build a sector rich in voices and opportunities. We are also looking to increase the number of successful artist-led funding applications annually.

We continue to witness talent leaving the industry because artists find it difficult to make a decent living. The triple layered impact of Brexit, the pandemic and the emergent cost of living crisis has hit the independent sector extremely hard across a range of industries – but most of all in low-income sectors, including culture and the voluntary sector.

For this reason, we have provided greater support for artists and have offered **subsidised training for artists** who are experiencing these tough economic conditions. This year our current onboarded freelance artists were offered a £100 training bursary to attend either an Older Adult CPD day which took place in October 2022 or the Inquiring Bodies event which took place in January 2023.



**Pictured: Artist Development Day at Lion Salt Works**

This decision supported our aim of shifting how we work with freelancers so that we can begin to **break down the barriers to engaging in CPD** (cost, lost work, travel costs) and move towards a system where all freelance artists can engage in activity which develops themselves, their practice and ultimately the work of Cheshire Dance and the participants we engage. What's more, we believe this will support the development of a more diverse freelance dance workforce.

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Also, in response to the cost of living crisis and increasing travel costs, this year we have **reviewed freelancer fees** and have introduced a **new travel policy** for all activity. It sets out that travel up to 30 miles round trip is included within the freelancer fee and travel above 30 miles round trip will be paid at 45p per additional mile (or equivalent public transport costs reimbursed). These changes have been extremely well received by artists with one stating: "You are always a few steps ahead of the rest in the way you look after and care for your freelancers!"

What's more, following consultations with artists and taking into consideration benchmarking indicators from across the sector, we took the decision to increase freelancer session rates. These increases have been mitigated by marginally increasing our own costs.



**Pictured: Older Adults Practice Sharing Day**

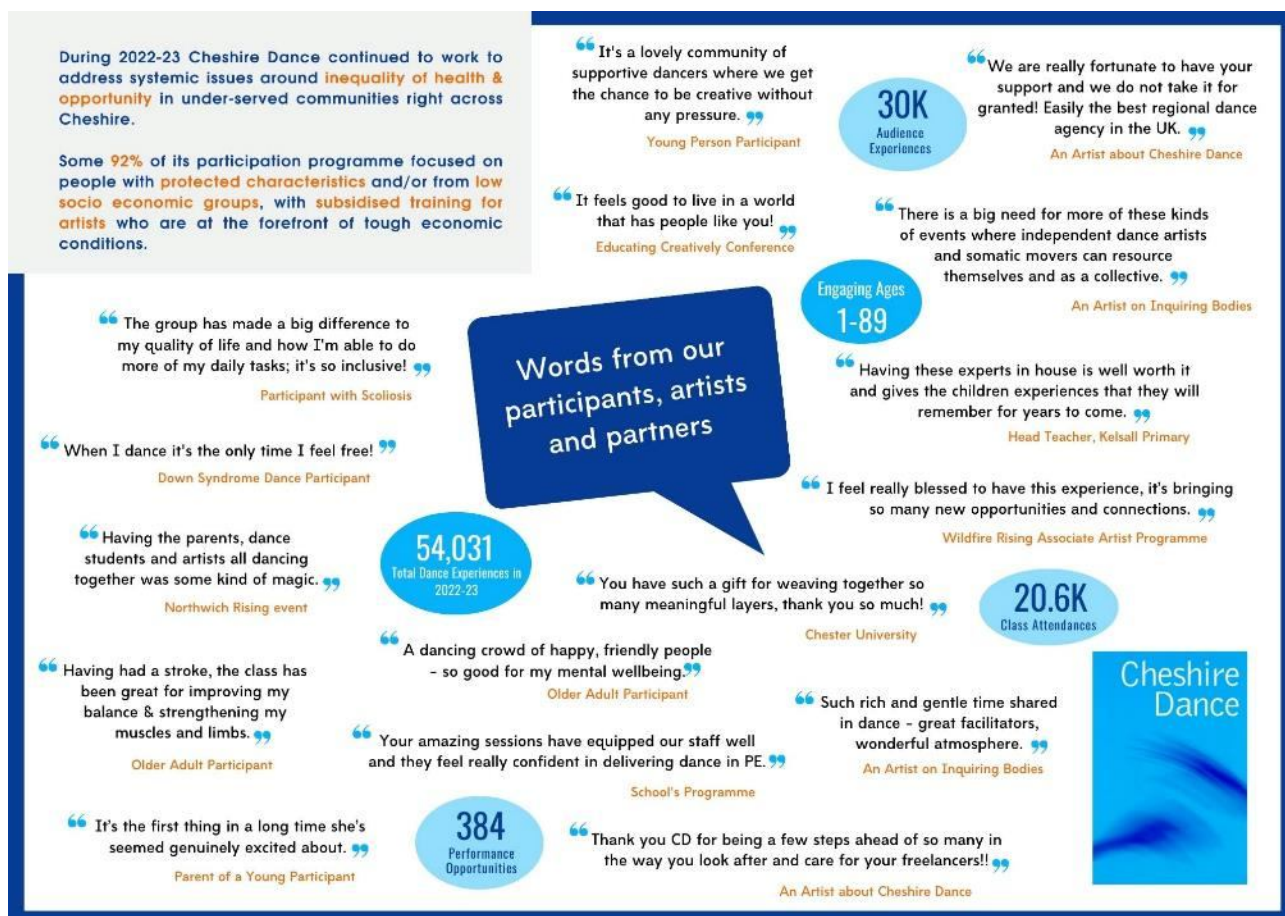
Artists have also enjoyed a wider CPD offer this year, including: a **Dance in Education practice sharing** day facilitated by **Emma Thomas**, an **Older Adults practice sharing** day facilitated by **Jody Morgan** and **Bettina Carpi** and a **Safeguarding in Dance Training** course delivered by Jane McLean.

Ultimately, we remain committed to supporting artists and other professionals connected to dance to cultivate skills and career development within targeted areas of practice that are linked to our wider programme. This will not only help artists to interrogate their current practice, but will create stronger links amongst dance artists who live and work in the Northwest.

Bespoke, tailored support for individual artists and members of the artistic community has also been vast. The team has conducted no less than sixty one **1:1 Artist Surgeries**, including: support for **Connor Elliman** in his DCNW Research Programme Project, **Baggage**; support for **Dina Robinson**, **Bettina Carpi** and **Connor Elliman** with the development of applications to ACE Project Grants; support with an application to the **Clore Fellowship Programme** for **Emily O'Shea**; support for **Amy Voris** and **Penny Collinson** following their involvement with **Inquiring Bodies 2022**, plus many more.

Cheshire Dance has also welcomed into its studio **Rebecca Namgauds** who was an artist in residence for one week in March whilst developing her ACE supported dance film, **Company Carpi** who used the space for the rehearsal of **'When You Light a Candle You Also Cast A Shadow'** (DCNW Co-Commission), and **Rachel Gittins**, amongst others.

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## Beneficiaries of our services

Cheshire Dance delivers/promotes dance engagement pro-actively amongst specifically targeted groups:

- People with Protected Characteristics, including
- Age - Early Years, Young People, Older Adults
- Disability - Physical and Learning Disabled People as well as those with Profound Intellectual and Multiple Disabilities
- Race - Black and Global Majority people
- Gender - girls/women, boys/men specific as well as mixed groups
- Sexual orientation / gender reassignment – LGBTQIA+
- And less so amongst groups identified by religion or belief, marriage and civil partnership, pregnancy or maternity.
- Other specifically targeted groups:
- Artists
- People on low incomes and/or living in disadvantaged areas
- Excluded young people

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- Young people choosing dance as a formal training route into the profession
- People with health concerns: Cheshire Dance is becoming increasingly recognised as a specialist in Dance and Health working regularly in areas such as Dementia, Parkinson's and Falls.

Cheshire Dance delivers continuing professional development in dance and addresses issues of inequality of opportunity. Together, these not only advance knowledge of the artform, facilitation and dance development but also the effects of physical activity on the body and the duty of care to participants and practitioners. People that engage in Cheshire Dance's continuing professional development activity include:

- Artists
- Teachers in both formal and informal educational settings
- Care, health and youth workers and early years practitioners
- Students and young people

Cheshire Dance seeks to engage the public in works of art as audiences. Particular target groups include:

- People who become audience members following their engagements through wider programmes of participation and continuing professional development.
- Families, friends, colleagues and communities connected to the groups we work with.
- People with an interest in dance and the arts targeted through social media, print and by working in partnership with other organisations.

## Financial review

### Reserves policy

Cheshire Dance requires unrestricted reserves for both investment and risk management. Cheshire Dance maintains a Risk Log separately to its reserves policy.

### Insolvency

Likely costs are contingent to skeleton operating costs, net debtor/creditor balances and contractual agreements with staff, particularly to cover redundancy situations.

It is recognised that Cheshire Dance's core funding agreements require notice periods in the event of funding cuts and as such, in the event of insolvency, no additional reserve is required to cover notice periods for staff redundancy.

### Target Reserve

As of 31st March 2023 Cheshire Dance holds £51,555 of unrestricted, undesignated reserves. The Board has set a target reserve of £54,000 including £25,000 required to cover skeleton running costs and a further £29,000 to cover redundancy costs. At the date of this report Cheshire Dance has met 95% of its Reserves Policy.

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2023

### Review

The Target Reserve is reviewed each year to take account of all risks and in particular, staff entitlement to redundancy.

If the decision is taken by the Board that insolvency is unavoidable, it would instruct the Director of the company to produce a balanced budget for the insolvency period.

### Investment

Any further unrestricted reserves held above the target reserve figure will be invested in Cheshire Dance's long term sustainability and development. The Board will work with the Director and staff to consider designating any further reserves to further the objects of the charity.

## Plans for the future

Cheshire Dance's business model is resilient and it remains a going concern. Free reserves cover our contractual obligations including redundancy commitments. We are building a small but new one-off investment fund to enable or mitigate the risks of 'planning and programming while fundraising'.

Our unstinting ambition is to continue to support artist development, cultural partnerships and community engagement through our Artistic and Development Programmes; to enable artists at all career stages to develop and share practice, engage audiences and tackle inequality. We remain committed to listening and learning in order to build a sector rich in a variety of voices and opportunities.

Cheshire Dance has sustained and developed new partnerships across the public, voluntary, cultural, health, education and regeneration sectors. It is an **Arts Council England** NPO for the period April 2023 to March 2026 and sustains an annual funding agreement with **Cheshire West and Chester Council**. Beyond this Cheshire Dance plans to raise circa £200,000 during 2023/24 from other sources in pursuit of mission and ambitions.

## Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated in 1993 and registered as a charity in 1983.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees have no beneficial interest in the charity.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 10 to the accounts.

### Board Recruitment Process

Cheshire Dance attracts Board members from across the public, private, dance, cultural, voluntary and education sectors. We aim to attract a mix of applicants from different backgrounds, going further than simply reflecting the stakeholders and geographic areas we currently serve. Roles are advertised openly

## Cheshire Dance Workshop Limited

### Trustees' annual report

#### for the year ended 31 March 2023

and we reach out to different communities through the networks connected to our increasingly diverse programme.

Following Expressions of Interest received, a Board and Team member meet informally with candidates so both parties can assess compatibility. By agreement candidates are then invited to meet the Board/Team through observing a Board meeting. In preparation candidates can access meeting papers and a comprehensive Board Induction pack. Again by agreement, after the meeting, candidates join the Board formally and continue the induction process.

### **Related parties and relationships with other organisations**

The trustees maintain an accurate Register on Interests covering both trustees and staff. Where conflicts of interest arise in decision-making, specific interests are noted and interested parties step out of the decision-making process. The trustees recognise the importance of including practicing artists in its number.

### **Remuneration policy for key management personnel**

Trustees maintain knowledge of competitive salary levels in the sector. It assesses all staff salaries each year and implements appropriate rises as part of its overall responsibility for financial control and long-term resilience.

### **Risk management**

The Board reviews major risks on a quarterly basis and All Relevant Organisational Risks on an annual basis, or more frequently as circumstances dictate. Options for Mitigating Action are reviewed at the Trigger point and agreed and implemented as appropriate. The Risk Log includes ongoing adaptation and recovery risks associated with the Covid 19 Pandemic, Brexit and the current Cost of Living Crisis.

### **Funds held as custodian trustee on behalf of others**

Funds held on behalf of Dance Consortia North West, as a Restricted Fund and total £16,075 in cash at 31st March 2023.

### **Statement of responsibilities of the trustees**

The trustees (who are also directors of Cheshire Dance Workshop Limited for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

Cheshire Dance Workshop Limited

Trustees' annual report

for the year ended 31 March 2023

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation

The trustees are responsible for keeping proper accounting records that 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. 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.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

The trustees' annual report has been approved by the trustees on 13/11/2023 and signed on their behalf by

**Holly Aston, Co-Chair**

**Peter Mearns, Co-Chair**

Independent examiner's report  
to the trustees of  
Cheshire Dance Workshop Limited

I report on the accounts of the company for the year ended 31 March 2023 which are set out on pages 25 to 40.

**Responsibilities and basis of report**

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

**Independent examiner's statement**

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Catherine Hall FCCA DChA  
Slade & Cooper Ltd, Chartered Certified Accountants  
Beehive Mill, Jersey Street, Manchester M4 6JG

12/12/2023

Cheshire Dance Workshop Limited  
Statement of Financial Activities  
(including Income and Expenditure account)  
for the year ended 31 March 2023

	Note	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
<b>Income from:</b>					
Donations and legacies	3	-	-	-	29,015
Charitable activities:	4	176,496	170,605	347,101	368,578
Investments	5	530	-	530	41
<b>Total income</b>		<b>177,026</b>	<b>170,605</b>	<b>347,631</b>	<b>397,634</b>
<b>Expenditure on:</b>					
Charitable activities:	6	179,893	150,278	330,171	411,174
<b>Total expenditure</b>		<b>179,893</b>	<b>150,278</b>	<b>330,171</b>	<b>411,174</b>
<b>Net income/(expenditure) for the year</b>	8	<b>(2,867)</b>	<b>20,327</b>	<b>17,460</b>	<b>(13,540)</b>
Transfer between funds		(452)	452	-	-
<b>Net movement in funds for the year</b>		<b>(3,319)</b>	<b>20,779</b>	<b>17,460</b>	<b>(13,540)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		82,256	81,508	163,764	177,304
<b>Total funds carried forward</b>		<b>78,937</b>	<b>102,287</b>	<b>181,224</b>	<b>163,764</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities. A full comparative SOFA is available on the last page of the financial statements.

Cheshire Dance Workshop Limited  
Company number 2811035

Balance sheet as at 31 March 2023

	Note	2023		2022	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	13		4,273		-
			<b>4,273</b>		<b>-</b>
<b>Total fixed assets</b>					
			<b>4,273</b>		<b>-</b>
<b>Current assets</b>					
Debtors	14	26,728		47,088	
Cash at bank and in hand	15	200,335		185,930	
		<b>227,063</b>		<b>233,018</b>	
<b>Total current assets</b>					
			<b>227,063</b>		<b>233,018</b>
<b>Liabilities</b>					
Creditors: amounts falling due in less than one year	16	(50,112)		(69,254)	
		<b>(50,112)</b>		<b>(69,254)</b>	
<b>Net current assets</b>					
			<b>176,951</b>		<b>163,764</b>
<b>Total assets less current liabilities</b>					
			<b>181,224</b>		<b>163,764</b>
<b>Net assets</b>					
			<b>181,224</b>		<b>163,764</b>
<b>The funds of the charity:</b>					
Restricted income funds	17		102,287		81,508
Unrestricted income funds	18		78,937		82,256
			<b>181,224</b>		<b>163,764</b>
<b>Total charity funds</b>					
			<b>181,224</b>		<b>163,764</b>

For the year in question, the company was entitled to exemption from an audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006,
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and in accordance with FRS102 SORP, and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 28 to 40 form part of these accounts.

Approved by the trustees on 13 / 11 / 2023 and signed on their behalf by:

.....  
Holly Aston, Co-Chair

.....  
Peter Mearns, Co-Chair

Cheshire Dance Workshop Limited  
Statement of Cash Flows  
for the year ending 31 March 2023

	Note	2023 £	2022 £
<b>Cash provided by/(used in) operating activities</b>	20	<b>19,572</b>	<b>(15,040)</b>
Cash flows from investing activities:			
Dividends, interest, and rents from investments		530	41
Purchase of tangible fixed assets		(5,697)	-
<b>Cash provided by/(used in) investing activities</b>		<b>(5,167)</b>	<b>41</b>
Increase/(decrease) in cash and cash equivalents in the year		14,405	(14,999)
Cash and cash equivalents at the beginning of the year		185,930	200,929
<b>Cash and cash equivalents at the end of the year</b>		<b>200,335</b>	<b>185,930</b>

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2023

### 1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### a Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Accounting Practice.

#### b Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees have made no key judgments which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

#### c Income

Income is recognised when the charity 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.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2023 (continued)

### **d Donated services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

### **e Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

### **f Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

### **g Expenditure and irrecoverable VAT**

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.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

### **h Tangible fixed assets**

Individual fixed assets costing £400 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Equipment	25%
-----------	-----

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2023 (continued)

### **i Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### **j Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### **k Creditors and provisions**

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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### **l Financial instruments**

The charity 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### **m Pensions**

Employees of the charity are entitled to join a defined contribution scheme. The charity's contribution is restricted to the contributions disclosed in note 8. There were outstanding contributions at the year end of £821 (2022: £786).

## **2 Legal status of the charity**

The charity is a company limited by guarantee registered in England and Wales and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address is disclosed on page 1.

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2023 (continued)

### 3 Income from donations and legacies

	Unrestricted £	Restricted £	Total 2023 £	Total 2022 £
Donations	-	-	-	1,696
Government CJRS payments	-	-	-	27,319
<b>Total</b>	-	-	-	29,015
Total by fund 31 March 2022	29,015	-		

### 4 Income from charitable activities

	Unrestricted £	Restricted £	Total 2023 £
Grants and Contracts			
Active Cheshire	-	7,000	7,000
Arts Council England	89,831	65,900	155,731
Barons Quay	-	5,000	5,000
Cheshire Community Foundation	-	18,492	18,492
Cheshire West & Chester	39,606	867	40,473
Creative Lives	-	225	225
Northwich BID	-	4,000	4,000
Northwich Town Council	-	4,000	4,000
Westminster Foundation	-	9,837	9,837
Without Walls Consortium	-	11,203	11,203
Earned income	46,279	42,841	89,120
Other income	780	1,240	2,020
<b>Total</b>	176,496	170,605	347,101
<b>Previous Reporting Period</b>	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>Total 2022</i> £
<i>Grants and Contracts</i>			
<i>Arts Council England</i>	89,831	77,750	167,581
<i>Cheshire West &amp; Chester</i>	39,606	56,400	96,006
<i>Cheshire West Voluntary Action</i>	6,997	-	6,997
<i>Dance Consortia North West</i>	-	11,985	11,985
<i>Westminster Foundation</i>	-	2,936	2,936
<i>Winsford Town Council</i>	-	15,454	15,454
<i>Without Walls Consortium</i>	-	2,400	2,400
<i>Earned income</i>	54,143	10,761	64,904
<i>Other income</i>	265	50	315
<b>Total</b>	190,842	177,736	368,578

## Cheshire Dance Workshop Limited

### Notes to the accounts for the year ended 31 March 2023 (continued)

#### 5 Investment income

All of the charity's investment income arises from money held in interest bearing deposit accounts. All investment income is unrestricted.

#### 6 Analysis of expenditure on charitable activities

	Total 2023 £	Total 2022 £
Salaries	203,394	198,366
Other Staff Costs/Contracted Staff	92,281	154,243
Other Core Costs/Resources & Venue/Office	25,698	42,884
Marketing	1,205	5,378
Capital Projects/Depreciation	1,424	438
Other/Insurance	2,802	6,407
Governance costs (see note 7)	3,367	3,458
	330,171	411,174
	330,171	411,174
	2023 £	2022 £
Restricted expenditure	150,278	188,732
Unrestricted expenditure	179,893	222,442
	330,171	411,174
	330,171	411,174

#### 7 Analysis of governance and support costs

	Basis of apportionment	Support £	Governance £	Total 2023 £
Accountancy services	Governance	-	3,367	3,367
		-	3,367	3,367
<b><i>Previous reporting period</i></b>	<b><i>Basis of apportionment</i></b>	<b><i>Support £</i></b>	<b><i>Governance £</i></b>	<b><i>Total 2022 £</i></b>
Accountancy services	Governance	-	3,458	3,458
		-	3,458	3,458

## Cheshire Dance Workshop Limited

### Notes to the accounts for the year ended 31 March 2023 (continued)

#### 8 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2023	2022
	£	£
Depreciation	1,424	438
Independent examiner's remuneration -		
Independent examination	1,428	1,320
Accountancy	648	600
Payroll	791	807
Grant audit	360	350
	203,394	198,366

#### 9 Staff costs

Staff costs during the year were as follows:

	2023	2022
	£	£
Wages and salaries	188,244	184,618
Social security costs	11,370	10,105
Pension costs	3,780	3,643
	203,394	198,366
<b>Allocated as follows:</b>		
Charitable activities	203,394	198,366
	203,394	198,366

No employees has employee benefits in excess of £60,000 (2022: Nil).

The average number of staff employed during the period was 10 (2022: 9).

The average full time equivalent number of staff employed during the period was 5.5 (2022: 6.3).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £41,555 (2022: £46,178).

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2023 (continued)

### 10 Trustee remuneration and expenses, and related party transactions

One (2022: one) trustees claimed reimbursed travel expenses totalling £48 during the year (2022: £83).

One trustee (2022: two) received fees as an artist supplying services to the charity, as permitted by the charity's governing document:

	2023	2022
	£	£
Bettina Carpi	13,991	15,426
Shelley Owen	-	180

Bettina Carpi also received fees as a Freelance Artist Development Programme Manager totalling £nil (2022: £1,925).

Elaine McLean, a trustee until 18 May 2021, is the mother of Jane McLean who is employed as Creative Director. Jane McLean received actual salary of £25,549 in 2023 (2022: £23,407).

Rafael Braga-Araujo, the son-in-law of Elaine Maclean, a trustee until 18 May 2021, was engaged as a freelance artist by the charity and received fees of £nil in 2023 (2022: £1,985).

Ruth Spencer, partner of Adam Holloway, executive Director, was engaged as a freelance artist by the charity and received fees of £2,700 during the year (2022: £496).

Apart from the above transactions, no trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2022: nil).

### 11 Government grants

The government grants recognised in the accounts were as follows:

	2023	2022
	£	£
Arts Council England	155,731	167,581
Cheshire West & Chester	40,473	96,006
Northwich Town Council	4,000	-
Winsford Town Council	-	15,454
Government Furlough	-	27,319
	<hr/>	<hr/>
	196,204	306,360
	<hr/> <hr/>	<hr/> <hr/>

The are no unfulfilled conditions and contingencies attaching to the grants.

## Cheshire Dance Workshop Limited

### Notes to the accounts for the year ended 31 March 2023 (continued)

#### 12 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

#### 13 Fixed assets: tangible assets

	Computer equipment	Other equipment £	Total £
<b>Cost</b>			
At 1 April 2022	18,019	17,460	35,479
Additions	5,697	-	5,697
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2023	23,716	17,460	41,176
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>Depreciation</b>			
At 1 April 2022	18,019	17,460	35,479
Charge for the year	1,424	-	1,424
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2023	19,443	17,460	36,903
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>Net book value</b>			
At 31 March 2023	4,273	-	4,273
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2022	-	-	-
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

## Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2023 (continued)

### 14 Debtors

	2023	2022
	£	£
Fees receivable	6,855	42,178
Other debtors	874	180
Prepayments and accrued income	18,999	4,730
	26,728	47,088
	26,728	47,088

### 15 Cash at bank and in hand

	2023	2022
	£	£
Cash at bank and on hand	200,335	185,930
	200,335	185,930
	200,335	185,930

### 16 Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	42,879	54,905
Other creditors and accruals	3,877	10,836
Taxation and social security costs	3,356	3,513
	50,112	69,254
	50,112	69,254

## Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2023 (continued)

### 17 Analysis of movements in restricted funds

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2023 £
Training Community	63,209	64,859	(58,892)	452	69,628
Training Professional	18,299	105,746	(91,386)	-	32,659
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total</b>	<b>81,508</b>	<b>170,605</b>	<b>(150,278)</b>	<b>452</b>	<b>102,287</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>Previous reporting period</b>	<i>Balance at 1 April 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers £</i>	<i>Balance at 31 March 2022 £</i>
<i>Training Community</i>	<i>41,482</i>	<i>162,797</i>	<i>(131,070)</i>	<i>(10,000)</i>	<i>63,209</i>
<i>Training Prof</i>	<i>59,084</i>	<i>16,439</i>	<i>(57,224)</i>	<i>-</i>	<i>18,299</i>
<i>Capital Grants</i>	<i>438</i>	<i>-</i>	<i>(438)</i>	<i>-</i>	<i>-</i>
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total</b>	<b>101,004</b>	<b>179,236</b>	<b>(188,732)</b>	<b>(10,000)</b>	<b>81,508</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Name of restricted fund	Description, nature and purposes of the fund
Training Community	This represents funds to deliver inclusion projects mainly relating to an Artist in Residence Programme with funds mainly derived from Vivo Care Choices, a dance and health programme with funds mainly derived from AESOP and a young peoples' mental health programme with funds mainly derived from Active Cheshire and the Cheshire Community Foundation
Training Professional	This represents funds to deliver Professional work, mainly relating to funds held for Dance Consortia North West mainly derived from Arts Council England and funds carried forward to support programming costs for the next Now Northwich festival.

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2023 (continued)

18 Analysis of movement in unrestricted funds

<b>Current reporting period</b>	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	As at 31 March 2023 £
General fund	48,747	177,026	(179,893)	5,275	51,155
Designated fund	23,509	-	-	-	23,509
Designated fund 2	10,000	-	-	(10,000)	-
Designated fund 3	-	-	-	4,273	4,273
	<u>82,256</u>	<u>177,026</u>	<u>(179,893)</u>	<u>(452)</u>	<u>78,937</u>
<b>Previous reporting period</b>	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	As at 31 March 2022 £
General fund	46,791	218,398	(222,442)	6,000	48,747
Designated fund	29,509	-	-	(6,000)	23,509
Designated fund 2	-	-	-	10,000	10,000
	<u>76,300</u>	<u>218,398</u>	<u>(222,442)</u>	<u>10,000</u>	<u>82,256</u>

<b>Name of unrestricted fund</b>	<b>Description, nature and purposes of the fund</b>
General fund	The free reserves after allowing for all designated funds
Designated fund	Designate to cover committed core costs, including for fundraising and the Wildfire Rising programme.
Designated fund 2	£10,000 transfer from restricted funds to reserves via the CRF programme designated to reduce a planned budget deficit.
Designated fund 3	Designated to cover future depreciation costs in line with Note 1h for assets purchased.

## Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2023 (continued)

### 19 Analysis of net assets between funds

	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	4,273	-	-	4,273
Net current assets/(liabilities)	46,882	27,782	102,287	176,951
<b>Total</b>	<b>51,155</b>	<b>27,782</b>	<b>102,287</b>	<b>181,224</b>
<b><i>Previous Reporting Period</i></b>	<i>General fund £</i>	<i>Designated funds £</i>	<i>Restricted funds £</i>	<i>Total £</i>
<i>Tangible fixed assets</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Net current assets/(liabilities)</i>	<i>48,747</i>	<i>33,509</i>	<i>81,508</i>	<i>163,764</i>
<b>Total</b>	<b>48,747</b>	<b>33,509</b>	<b>81,508</b>	<b>163,764</b>

### 20 Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
<b>Net income/(expenditure) for the year</b>	17,460	(13,540)
<b>Adjustments for:</b>		
Depreciation charge	1,424	438
Dividends, interest and rents from investments	(530)	(41)
Decrease/(increase) in debtors	20,360	(41,483)
Increase/(decrease) in creditors	(19,142)	39,586
<b>Net cash provided by/(used in) operating</b>	<b>19,572</b>	<b>(15,040)</b>

Cheshire Dance Workshop Limited  
Statement of Financial Activities  
(including Income and Expenditure account)  
for the year ended 31 March 2022

	Note	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Donations and legacies	3	27,515	1,500	29,015	56,786
Charitable activities:	4	190,842	177,736	368,578	228,888
Investments	5	41	-	41	72
<b>Total income</b>		<b>218,398</b>	<b>179,236</b>	<b>397,634</b>	<b>285,746</b>
<b>Expenditure on:</b>					
Charitable activities:	6	222,442	188,732	411,174	238,732
<b>Total expenditure</b>		<b>222,442</b>	<b>188,732</b>	<b>411,174</b>	<b>238,732</b>
<b>Net income/(expenditure) for the year</b>	8	<b>(4,044)</b>	<b>(9,496)</b>	<b>(13,540)</b>	<b>47,014</b>
Transfer between funds		10,000	(10,000)	-	-
<b>Net movement in funds for the year</b>		<b>5,956</b>	<b>(19,496)</b>	<b>(13,540)</b>	<b>47,014</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		76,300	101,004	177,304	130,290
<b>Total funds carried forward</b>		<b>82,256</b>	<b>81,508</b>	<b>163,764</b>	<b>177,304</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

**CHESHIRE DANCE WORKSHOP LIMITED**

England & Wales - Charity number 1020584

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# Accounts

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Company number: 2811035

Charity Number: 1020584

# Cheshire Dance Workshop Limited

Report and financial statements  
For the year ended 31<sup>st</sup> March 2022

Cheshire Dance Workshop Limited  
Reference and administrative information  
for the year ended 31 March 2022

**Company number** 2811035

**Charity number** 1020584

**Registered office and operational address**

Winsford Library, High Street, Winsford, Cheshire, CW7 2AS

**Trading Name** Cheshire Dance

**Trustees** Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Gillian Whitworth	Chair
Elaine Mclean	Vice Chair (resigned 18 May 2021)
Nina Osbaldeston	Treasurer
Jenny Allen	(resigned Sept 2021)
Bettina Carpi	
Janet Halloran	
Shamima Noor	
Tracey Oultram	(resigned 12 January 2022)
Shelley Owen	
Josh Slater	

**Secretary** Adam Holloway

**Key management personnel** Adam Holloway

**Bankers** Barclays Bank PLC  
21 Dingle Walk, Winsford, Cheshire, CW7 1AG

**Independent examiner** Catherine Hall FCCA DChA, Slade & Cooper Limited  
Beehive Mill, Jersey Street, Ancoats, M4 6JG

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2022

The trustees present their report and the unaudited financial statements for the year ended 31 March 2022. Included within the trustees' report is the directors' report as required by company law.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

## Objectives and activities

The association is established to promote, maintain, improve and advance the education of the public in the arts and in particular (but without prejudice to the generality of the foregoing) the study, performance, knowledge, understanding, appreciation of the art of dance in all its manifestations.

The trustees review the aims, objectives, and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

## Achievements and performance

The charity's main activities and who it tries to help are described below. All its charitable activities focus on Dance and are undertaken to further Cheshire Dance's charitable purposes for the public benefit.

Cheshire Dance is very well recognised in providing public benefit through the advancement of education in dance, related arts activity, community development and health promotion. We do this in several ways, including :-

- Delivering dance classes in civic spaces engaging a wide spectrum of the community
- Delivering dance both in and out of school, further and higher education settings
- Delivering structured physical activity through movement and dance connected to health settings
- Employing and supporting independent artists
- Delivering Continuing Professional Development with artists and other professionals
- Engaging the public in works of art, both as audience and as participants

Cheshire Dance promotes an open programme amongst 3 key markets for dance: audiences, participants and learners along with artists and the professional sector. Some activities promote more mainstream engagement whilst the majority is targeted proactively amongst specific communities and groups who face inequalities of opportunity. We work regularly on an outreach basis ensuring that as

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2022

many people as possible can engage locally to where they live, particularly in areas of low engagement. Opportunities vary in type and target group and range from regular classes to short intensive projects, from individual sessions and performances to full day/week activities and large scale festival events. Dates and times are also adaptable to increase our inclusivity and relevance - daytimes, evening, weekends through term time and school holidays. Our flexibility to programme in this way is a strength and ensures that more people over a much wider geography and demographic have the opportunity to experience dance than would otherwise be the case.

We find ways to connect, move and dance together through all our participation sessions, supporting people's physical and mental wellbeing. We have evidence that high-quality, creatively rich content is key to the success of our organisation in extending our reach as an organisation and in supporting the independent sector. Increasingly, Cheshire Dance offers a strong online and digital presence offering online dance sessions, film, photography, news and b/vlogs with an ever-growing take up enabling us to extend our reach to a younger audience and those whose mobility is restricted, including for Covid reasons.

### **Staffing**

Cheshire Dance for the period of 2021-2022 employed: -

- 2 full time staff
- 7 part time staff
- This equated to 6.3 Full Time Equivalent (FTE) employees

Cheshire Dance for the period of 2021-2022 contracted or commissioned 34 freelance artists and engaged 17 volunteers

Cheshire Dance Workshop Limited  
Trustees' annual report  
for the year ended 31 March 2022

**Highlights of the year 2021-2022:**



Image 1: Team Reflection Day (Post Lockdown)

Last year was a unique and challenging one for Cheshire Dance and the pandemic cast a long shadow over our plans for the future. But, as an organisation it also gave us chance to make strategic evaluations and adapt whole programmes, working practices and class schedules to accommodate the so-called new normal expectations of our participants.

Since then, regeneration and continuity have become our watchwords. The Covid-19 quieter time from March 2020 well into 2021 and now 2022, where so much cultural engagement wasn't happening, gave us space to develop new approaches and fresh ways of connecting with our community of friends, colleagues and partners.

During 2021/22 Cheshire Dance received vital ongoing support through the Government's furlough scheme and **Arts Council England's Cultural Recovery Fund (CRF)**, without which Cheshire Dance would have struggled to survive.

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2022

This critical investment was utterly successful. For 2021/22, our engagement programme across the full year returned to 94% of pre-pandemic levels. Our partnerships with other voluntary and arts organisations deepened in response to social need in the long tail of the pandemic.



Image 2: Members of the Artistic Team

Our festival offer returned with **Winsford Creates** in March and the third and largest **Now Northwich** in April 2022, shortly after the year end.

**Dance Consortia North West** went from strength to strength too, leveraging strong investment from **Arts Council England** to sustain a core leadership team and initiate a strategic, region-wide dance Research Programme.

### Tackling Inequality and Creative Endeavour

Cheshire Dance's utilizes creative expertise in dance to tackle inequalities whilst championing the role of dance artists in our society. We are committed to amplifying the creative voices of those with Protected Characteristics including older adults, people with disabilities and young people; our aim being to develop our link with health, education, cultural and third sector partners and those least engaged in dance and the arts.

Our core mission is to ensure that everyone has access to dance and can benefit from its transformative power.

97% of Cheshire Dance's engagement programme is focused on addressing the systemic issues around inequality and to work pro-actively with those with Protected Characteristics. This goes far beyond merely representing our community as we outline below.

Obviously, enforced lockdown curtailed our regular face to face workshop delivery to isolated and vulnerable groups who customarily rely on us to support their social interaction and movement based activity. Like others, we were able to substitute these with online working, adapting the relationships that our teachers had already built up. We quickly learnt how much a familiar and kindly face meant to those who were suffering, confused and alone. In certain circumstances, delivery of dance via digital technologies proved to be a boon, obviating the need for the less physically able or socially cautious to travel to class by bringing it directly into their own homes.

Cheshire Dance Workshop Limited

Trustees' annual report

for the year ended 31 March 2022

# CHESHIRE DANCE

## 2021 - 2022

### IN NUMBERS

# CREATE. LEARN. EXPERIENCE.

As gaps in society widen, Cheshire Dance's engagement programme continues to address systemic issues around inequality. **97%** of its programme focuses on working with people facing **health inequalities** and those with **Protected Characteristics**.

## 30,116

### Total Dance Experiences



**Focus**



## 17,774

CLASS ATTENDANCES

## 11,995

AUDIENCE EXPERIENCES

## 1,186

PERFORMANCE OPPORTUNITIES

FOR ALL ABILITIES / DISABILITIES

## 63%

YOUNG PEOPLE

## 8%

OLDER PEOPLE

## 29%

DISABILITIES

RELATING TO CLASS ATTENDANCES, AUDIENCE EXPERIENCES & PERFORMANCE OPPORTUNITIES.



**Sessions**

## 1,769

### Total Sessions

DELIVERED TO PARTICIPANTS AGED 4-88

ENGAGEMENT IN THE 2021/2022 PROGRAMME RETURNED TO 94% OF PRE-PANDEMIC LEVELS



**Type**

- \* 726 REGULAR CLASSES
- \* 328 COMMUNITY / HEALTH SESSIONS
- \* 136 EDUCATIONAL ACTIVITIES
- \* 23 PERFORMANCES
- \* 297 TRAINING / CPD SESSIONS
- \* 398 PLACEMENT / VOLUNTEER OPPORTUNITIES

Find out more at:  
[www.cheshiredance.org](http://www.cheshiredance.org)



Image 3: Cheshire Dance 2021/2022 In Numbers

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2022

This has been a learning experience for us and as a result, we have sustained on-line working practices into our regular schedule of classes today. There continues to be high demand for dance amongst older people. We have nevertheless experienced a significant fall in investment from organisations specifically established to serve them. Sessions dropped to 133 (8% of all sessions) and attendance dropped to 1,438. Aesop's Dance 2 Health falls prevention programme has not been sustained nationally despite a positive and robust evidence base having been developed and our partnership with Leighton Hospital ceased as a result of cancelled funding by Cheshire East Council.

Regarding work in a disability context, sessions increased to 515 – i.e. 29% of all sessions – while attendance dropped to 3,664; these numbers reflect the cancellation of classes with Chrysalis and Belong in Crewe both still struggling with pandemic related issues, the Coronation PIMD session only now returning to regular sessions and Dance and Parkinsons, with the lead artist's change of personal circumstances brought about by the pandemic.



Image 4: Golden Memories (Dementia Support Group)

Demand for dance amongst young people however – particularly in a Primary and SEN context – has burgeoned, clocking up at 188% of pre-pandemic levels. An outdated Secondary level education policy maintains barriers to students keen study dance at GCSE and A Level. Numbers nationally remain stubbornly and critically low. Government policy still fails to recognise the desire for young people's dance as part of the curriculum as well as after school experiences, such as after school clubs and holiday programmes. Our dance and young peoples' programme now represents 63% of all sessions (1,109) and participation is showing a year on year increase of 21% from pre-pandemic levels in 2019/20.

**Emma Thomas, Josie Hepplewhite, Laura Mercer and Jody Morgan**, alongside Creative Director **Jane McLean** have been a tour de force in boosting these figures, working with an extensive team of **Independent Dance Artists**.

We continue to witness talent leaving the industry because artists find it difficult to make a decent living. The triple layered impact of Brexit, the pandemic and the emergent cost of living crisis has hit the independent sector extremely hard across a range of industries but most of all in low-income sectors including culture and the voluntary sector.

The resilience of the Cheshire Dance community and the **Dance Consortia North West (DCNW)** partnership of 40 organisations, hosted by Cheshire Dance, proved vital in resisting some of the challenging economic undercurrents. The new **DCNW Research Programme** put important investment on the ground across the region, connecting artists with organisational partners and opening opportunities to create artist and micro-company lead initiatives from traditional touring product to deep social change programmes.

## Cheshire Dance Workshop Limited

### Trustees' annual report

for the year ended 31 March 2022

In 2021/22, alongside sustaining and rebuilding our regular programme, we initiated a host of new programmes. Some are highlighted below: -

- CRF funds enabled us to work with freelance dance artist Bettina Carpi who set about researching artist development via one to one interviews, group chats and the chance to write and share in order to gather together suggestions about ways to move forward. Suggestions included free access to space for local artists to create and develop and a vital need for paid development opportunities. In reaction, we offered paid bursaries to freelance artists to attend training (e.g. **Ella Mesma/Yael Flexer**) and complimentary and low cost CPD. Ongoing, this is difficult to afford but a priority for us.
- As well as responsive, we've also been proactive. **Wildfire Rising** - an associate artist programme we developed in partnership with **Movema**, aims to remove barriers of inequality by investing in and supporting dance artists from the African, South, East and South Asian diasporas to make way for the rising of their artistry, representation and development.



Image 5: Wildfire Rising Associate Artists

Supported by Arts Council England funding – we offered 3 individual development opportunities to **Xiaowei Lu**, **Sabrina Steele** and **Addae Gaskins**. In December 2021, the current project-funded element of the Wildfire Rising programme came to an end. **Movema** and Cheshire Dance have since been successful in a follow-up ACE project grant application to move Wildfire Rising onto the next phase.

- **Company Carpi** – Following Covid delays, Company Carpi (**Bettina Carpi**) created 'When You Light a Candle You Also Cast a Shadow' in 2021. The creation was supported by a **DCNW co-commission** and by Cheshire Dance through in-kind use of the Cheshire Dance studio during the creation period. The work premiered in Lancaster on 4th November 2021.



Image 6: DMPC at Winsford Creates

- **Dope Male Performance Company** – Following 9 years supporting the development of Jack Robinson and DOPE Male Performance Company (DMPC), **DMPC** received their first ACE Project Grant funding in 2021 to make '**Pandora's Boombox**' – their first professional work, an outdoor hip hop theatre piece for families. Cheshire Dance is co-commissioners of the work which was also performed at **Winsford Creates** and **Now Northwich 2022** and additionally supported Jack with mentoring in the development of the ACE application.

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2022

- In parallel, **Emma Thomas** began to pilot an 'Artist Surgery' offering opportunities for freelance artists to participate in one-to-one chats about their work and future development with a member of the Cheshire Dance team. While Emma is on maternity leave, **Josie Hepplewhite** is now co-ordinating. If successful, the hope is to embed it within our regular artist development programme.



Image 7: Young Producers at Now Northwich 2022

- We have successfully recruited to the Cheshire Dance **Young Producers** programme, which provides young people aged 14-21 with the opportunity to take part in the planning, management and delivery of the annual Now Northwich and Cheshire Dance's wider programme and operations.

- **Crossing Point** has continued its engagement with schools, working weekly with seven schools to develop dance skills and deepen curriculum knowledge. It culminated in a film screening to parents of performances by the students.



Image 8: Crossing Point (Schools in Cheshire)

- **Kindred Folk Dance Theatre** – In 2021-22, Kindred Folk's **Emily O'Shea** was successful in two ACE Project grant applications for the development of '**Rough & Tumble**' (outdoor work) and '**Lost**' (library-based dance and storytelling family work). Cheshire Dance has supported through brokering relationships with libraries in Cheshire West, providing artistic mentoring from our Creative Director, giving seed funding for the development of 'Lost' and programming 'Lost', and two associated family dance workshops as part of **Winsford Creates** in March 2022. Moving in to 2022 Emily also submitted a further application for the development of 'On the Border' (Rural Touring work) which has also been successful.

- Meanwhile, as a result of Emma Thomas's placement at Archer's Brook School for pupils with complex communication needs and their associated behaviours in Ellesmere Port, a bespoke storytelling/dance project developed as part of her **Curious Minds'** CASE relationship. Emma is a passionate and skillful advocate for dance in education.

- Increasingly aware of a growth in people experiencing poor mental health and other health challenges, **Jody Morgan** has developed 2 x 6 week pilot dance and wellbeing in nature programmes. These sessions have been being promoted by social prescribers, **Pathways CIC** and are funded by Cheshire Community Foundation in collaboration with **Cheshire Wildlife Trust**.

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2022

- **Project One**, funded by **Westminster Foundation**, freelance artist **Connor Elliman** developed an 8 week project for LGBTQ and youths aged 13-19. Workshops began in June and culminated in a dance film in partnership with **Chester Pride**. Already a huge success, Connor is planning, of course, **Project Two**.

- Our partnership with the **University of Chester (UoC)** continued to flourish throughout the year. With **Nick Ponsillo** and **Dr Julia Boot** at the **Phillip Barker Centre**, we published a second report, the Initial Findings and Recommendation of a Pilot Study into the impact of Cheshire Dance's regular programme of Dance participation.



Image 1: Creative Health at Chester University

- What's more, as part of a creative health placement for nursing students, Cheshire Dance was commissioned by the **School of Nursing** to work with **Nick** at the **Phillip Barker Centre** to design a course that would give students an insight into arts and health practice and how it might inform their nursing practice and professional development. **Jody Morgan** and **Bettina Carpi** delivered the two pilots at the campus in Birkenhead in the Spring and Summer terms. Now being reviewed for further iterations, we hope to roll these out across other UoC sites in Cheshire and the Wirral.

- In early January, our Creative Director, **Jane McClean** was invited, through the **UoC Dance/Performing Arts Department** to deliver a talk at their **Crossing Borders Conference** to arts students on partnerships and the importance of their active participation at all stages of their careers. The talk was extremely well-received and garnered acclaim from participating lecturers. Talks are underway on 2 further collaborations.



Image 10: Crossing Borders Conference at Chester University

- **Wanna Dance**, commissioned by **Vivo Care Choices** through the **Vivo Community Fund** and supported initially through **CRF** match funding, is an exciting initiative that creates opportunities to dance for people with profound intellectual and multiple disabilities (PIMD). A full evaluation report written by **Ruth Spencer (University of Central Lancs)** and **Jane McClean** of Cheshire Dance was shared with Vivo Care Choices who praised their work and showed an appetite for future collaboration.

- In April 2022, **Now Northwich** resumed its place within the cultural fabric of Northwich, attracting huge and enthusiastic crowds who came to enjoy the spectacle of local dance companies performing in the centre of town. Funding came from key partners and stakeholders.

## Cheshire Dance Workshop Limited

### Trustees' annual report

for the year ended 31 March 2022



Image 11: Movema at Now Northwich 2022

It formed part of **Cheshire West and Chester Council's** Reopening and Recovery programme, funded by the Governments Additional Restrictions Grant and was additionally supported by **Arts Council England, Northwich Town Council, Northwich Business Improvement District, Barons Quay, Members Budgets** and two sponsors retained from 2019, namely **Encirc** and **Charcoalblue**. Cheshire Dance enhanced its relationship with **Without Walls** (the National outdoor festivals development organisation), by becoming a Touring Network Partner. This meant we increased the programming budget for

the festival by selecting subsidised shows from the Without Walls 2022 catalogue.



Image 12: Night out in Nature by Frozen Light Theatre

For the 2022 festival, **Vivo Care Choices** also played a key partnership role in Now Northwich and in ensuring the event included and celebrated people with learning disabilities, particularly people with Profound and Multiple Learning Disabilities. Participants from our Vivo Care Choices weekly dance groups in Northwich were performers in the '**Salt Stories**' community film, which premiered at the festival and Vivo Care Choices funded an additional two days of performances of 'Night out In Nature' by **Frozen Light Theatre**. NB: Frozen Light Theatre create performance work specifically for audiences with Profound and Multiple learning disabilities and the additional two days of performances enabled 36 people with PIMD who use Vivo's services to

experience the performance along with their support staff.

- As a major part of the Winsford High Street Recovery programme, in March, Cheshire Dance delivered a dynamic and colourful free dance and music festival, – **Winsford Creates** with the aim of encouraging residents to return to the town centre while providing the opportunity to engage more deeply with the local community and offer employment to local artists.

In response to the key aims of CW&C's Re-opening and Recovery programme, Cheshire Dance curated and developed an extensive programme of activity, deeply rooted in Winsford and led by Carli Trigg, Winsford native, resident and artist.

The programme was created following the collection of thoughts and experiences of Winsford residents that were brought to light during a series of creative community meet-ups. On 19th March, 5 professional dance groups, 5 community dance groups and 6 local music bands took to

# Cheshire Dance Workshop Limited

## Trustees' annual report

### for the year ended 31 March 2022

Winsford Town Centre to delight local crowds with vibrant dance, live music, percussion parades and creative workshops.

Working in collaboration with some new cultural partners (**Cinewindow, Adventures in Winstopia, Cross Hatch**), Winsford Creates gave partners the opportunity to deepen working relationship in our home town - a pre-cursor to the start of long-term regeneration in Winsford.

The **Spotlight Project** – the youth dance initiative that was set up for Winsford Creates to give local young people the opportunity to explore ideas and perform at the festival – remains a legacy of the Winsford Creates project today. Spotlight was additionally supported through a **Without Walls** audience development grant.



Image 14: Live Performance from The Spotlight Project

The Winsford Creates partners programme and event also formed part of **Cheshire West and Chester Council's** Reopening and Recovery programme, funded by the Governments Additional Restrictions Grant and was additionally supported by **Arts Council England, Winsford Town Council, CW&C Council Members Budgets**.

- **Dance Consortia North West** continues to engage the whole NW sector in the North West Dance Plan (2020-26), working to make sure that dance is thriving across the region and valued nationally and beyond. It remains committed to bringing together dance artists, choreographers, companies, venues and Higher Education Institutions with its ambitious and vision-led strategy to grow the whole North West ecology and build the future of dance for audiences, artists, participants and partners. Working collaboratively to inform both collective and individual action, it forges ahead in growing, nurturing, developing and attracting dance across the North West.

A notable highlight from DCNW this year has been the **Research Programme**, which has seen two successful commission rounds - each with 7 recipients (comprising NW-based dancers, dance creatives and organisations).

Successful recipients have gone on to create new or develop existing work, explore opportunities for research & development, collaborate with others and further dance careers / productions.



Image 15: Priya Mistry, successful recipient (Research Programme Round One)

## Cheshire Dance Workshop Limited

### Trustees' annual report

for the year ended 31 March 2022

These include:

Round 1 : **Bluecoat, Company Carpi, Dr. Sara Giddens, Labelled? Dance Theatre, LPM Dance, Sole Rebel and UCLanDance.**

Round 2: **Josh Coates, Connor Elliman, Ludus Dance, Merseyside Dance Initiative (Together), Lucy Nicholson, Swati Dance Company and Rosie Watt.**

Successful recipients were selected by an independent commissioning panel made up of dance artists and dance professionals from across the country. Round Three is set to be launched by the end of the year.

The DCNW Research Programme has been possible thanks to £170,000 of support from **Arts Council England** through the National Lottery.

## Beneficiaries of our services

Cheshire Dance delivers/promotes dance engagement pro-actively amongst specifically targeted groups:

- People with Protected Characteristics, including
- Age - Early Years, Young People, Older Adults
- Disability - People with physical disabilities, learning difficulties as well as those with Profound Intellectual and Multiple Disabilities
- Race - Participants, dance genres and artists from Global Majority communities
- Gender - girls/women, boys/men specific as well as mixed groups
- Sexual orientation / gender reassignment – LGBTQIA+
- And less so amongst groups identified by religion or belief, marriage and civil partnership, pregnancy or maternity.
- Other specifically targeted groups:
- Artists
- People on low incomes and/or living in disadvantaged areas
- Excluded young people
- Young people choosing dance as a formal training route into the profession
- People with health concerns: Cheshire Dance is becoming increasingly recognised as a specialist in Dance and Health working regularly in areas such as Dementia, Parkinson's and Falls.

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2022

Cheshire Dance delivers continuing professional development in dance and addresses issues of inequality of opportunity. Together, these not only advance knowledge of the artform, facilitation and dance development but also the effects of physical activity on the body and the duty of care to participants and practitioners. People that engage in Cheshire Dance's continuing professional development activity include:

- Artists
- Teachers in both formal and informal educational settings
- Care, health and youth workers and early years practitioners
- Students and young people

Cheshire Dance seeks to engage the public in works of art as audiences. Particular target groups include:

- People become audience members following their engagements through wider programmes of participation and continuing professional development.
- Families, friends, colleagues and communities connected to the groups we work with.
- People with an interest in dance and the arts targeted through social media, print and by working in partnership with other organisations.

## Financial review

### Reserves policy

Cheshire Dance requires unrestricted reserves for both investment and risk management. Cheshire Dance maintains a Risk Log separately to its reserves policy.

### Insolvency

Likely costs are contingent to skeleton operating costs, net debtor/creditor balances and contractual agreements with staff, particularly to cover redundancy situations.

It is recognised that Cheshire Dance's core funding agreements require notice periods in the event of funding cuts and as such, in the event of insolvency, no additional reserve is required to cover notice periods for staff redundancy.

### Target Reserve

As at 31st March 2022 Cheshire Dance holds £48,745 of unrestricted, undesignated reserves. The Board has set a target reserve of £51,000 including £22,000 required to cover skeleton running costs and a further £29,000 to cover redundancy costs. At the date of this report Cheshire Dance has met 96% of its Reserves Policy.

### Review

The Target Reserve is reviewed each year to take account of all risks and in particular, staff entitlement to redundancy.

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2022

If the decision is taken by the Board that insolvency is unavoidable, it would instruct the Director of the company to produce a balanced budget for the insolvency period.

### Investment

Any further unrestricted reserves held above the target reserve figure will be invested in Cheshire Dance's long term sustainability and development. The Board will work with the Director and staff to consider designating any further reserves to further the objects of the charity.

### Plans for the future

Cheshire Dance's business model is resilient and stronger than it was pre-pandemic. Free reserves cover our contractual obligations and any redundancy commitments are kept in hand for a 'rainy day'. We are building a small but new one-off investment fund to enable or mitigate the risks of 'planning and programming while fundraising'. During the Pandemic, the **Arts Council Cultural Recovery Fund** and **Government Furlough Scheme** proved critical, sustaining employment for our experienced body of staff and enabling us to deliver on our mission. Throughout this time we have not merely maintained but raised the profile of Cheshire Dance as an organisation focused on enabling People to Create, Learn and Experience Dance.



Image 16: (Most of) The Team Looking to the Future

Our unstinting ambition is to continue to support artist development, cultural partnerships and community engagement through our NPO programme; to enable artists at all career stages to develop and share practice, engage audiences and tackle inequality. We remain committed to listening and learning in order to build a sector rich in a variety of voices and opportunities.

Cheshire Dance has sustained and developed new partnerships across the public, voluntary, cultural, health, education and regeneration sectors and it submitted its **Arts Council England** NPO application in May 2022 for the April 2023 to March 2026 period. This included a significant growth bid to continue building on its artistic strengths and its regional leadership role through DCNW. Arts Council

England is set publish its NPO decisions in October 2022. With a likelihood of sustained local authority funding and a range of ongoing project funding and partnership working, Cheshire Dance continues to plan for growth in its offer and deliverables.

### Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated in 1993 and registered as a charity in 1983.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees have no beneficial interest in the charity.

## Cheshire Dance Workshop Limited

### Trustees' annual report

for the year ended 31 March 2022

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 10 to the accounts.

#### **Board recruitment**

Cheshire Dance attracts Board members from across the public, dance, cultural, voluntary and education sectors. We aim to attract a mix of applicants from different backgrounds, going further than simply reflecting the stakeholders and geographic areas we currently serve. Roles are advertised openly and we reach out to different communities through the networks connected to our increasingly diverse programme.

Following Expressions of Interest received, a Board and Team member meet informally with candidates so both parties can assess compatibility. By agreement candidates are then invited to meet the Board/Team through observing a Board meeting. In preparation candidates can access meeting papers and a comprehensive Board Induction pack. Again by agreement, after the meeting, candidates join the Board formally and continue the induction process.

#### **Related parties and relationships with other organisations**

The trustees maintain an accurate Register on Interests covering both trustees and staff. Where conflicts of interest arise in decision-making, specific interests are noted and interested parties step out of the decision-making process. The trustees recognise the importance of including practicing artists in its number. During the year one trustee received payment for work as a freelance artist, Bettina Carpi.

Cheshire Dance is related to Dance Consortia North West. It is the fundholder, employs its staff and shares back office services. The Consortia has an independent Chair and Executive Decision-Making Group made up of representatives of interested dance and arts organisations, Higher Education Dance Departments and a network of Independent Dance Artists across the region.

#### **Remuneration policy for key management personnel**

Trustees maintain knowledge of competitive salary levels in the sector. It assesses all staff salaries each year and implements appropriate rises as part of its overall responsibility for financial control and long-term resilience.

#### **Risk management**

The Board reviews major risks on a quarterly basis and All Relevant Organisational Risks on an annual basis, or more frequently as circumstances dictate. Options for Mitigating Action are reviewed at the Trigger point and agreed and implemented as appropriate. The Risk Log includes ongoing adaptation and recovery risks associated with the Covid 19 Pandemic, Brexit and the current Cost of Living Crisis.

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2022

### **Funds held as custodian trustee on behalf of others**

Funds held on behalf of Dance Consortia North West, as a Restricted Fund and currently in deficit, total £-5,566 in cash at 31st March 2022.

### **Statement of responsibilities of the trustees**

The trustees (who are also directors of Cheshire Dance Workshop Limited for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation

The trustees are responsible for keeping proper accounting records that 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. 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.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

The trustees' annual report has been approved by the trustees on 21.10.2022 and signed on their behalf by



**Gillian Whitworth**

**Chair**

Independent examiner's report  
to the trustees of  
Cheshire Dance Workshop Limited

I report on the accounts of the company for the year ended 31 March 2022 which are set out on pages 19 to 33.

**Responsibilities and basis of report**

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

**Independent examiner's statement**

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

*Catherine Hall*

Catherine Hall FCCA DChA  
Slade & Cooper Ltd, Chartered Certified Accountants  
Beehive Mill, Jersey Street, Manchester M4 6JG

31st October 2022

Cheshire Dance Workshop Limited  
Statement of Financial Activities  
(including Income and Expenditure account)  
for the year ended 31 March 2022

	Note	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Donations and legacies	3	27,515	1,500	29,015	56,786
Charitable activities:	4	190,842	177,736	368,578	228,888
Investments	5	41	-	41	72
<b>Total income</b>		<b>218,398</b>	<b>179,236</b>	<b>397,634</b>	<b>285,746</b>
<b>Expenditure on:</b>					
Charitable activities:	6	222,442	188,732	411,174	238,732
<b>Total expenditure</b>		<b>222,442</b>	<b>188,732</b>	<b>411,174</b>	<b>238,732</b>
<b>Net income/(expenditure) for the year</b>	8	<b>(4,044)</b>	<b>(9,496)</b>	<b>(13,540)</b>	<b>47,014</b>
Transfer between funds		10,000	(10,000)	-	-
<b>Net movement in funds for the year</b>		<b>5,956</b>	<b>(19,496)</b>	<b>(13,540)</b>	<b>47,014</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		76,300	101,004	177,304	130,290
<b>Total funds carried forward</b>		<b>82,256</b>	<b>81,508</b>	<b>163,764</b>	<b>177,304</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Cheshire Dance Workshop Limited  
Company number 2811035

Balance sheet as at 31 March 2022

	Note	2022		2021	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	13		-		438
<b>Total fixed assets</b>			-		<b>438</b>
<b>Current assets</b>					
Debtors	14	47,088		5,605	
Cash at bank and in hand	15	185,930		200,929	
<b>Total current assets</b>		<b>233,018</b>		<b>206,534</b>	
<b>Liabilities</b>					
Creditors: amounts falling due in less than one year	16	(69,254)		(29,668)	
<b>Net current assets</b>			<b>163,764</b>		<b>176,866</b>
<b>Total assets less current liabilities</b>			163,764		177,304
<b>Net assets</b>			<b>163,764</b>		<b>177,304</b>
<b>The funds of the charity:</b>					
Restricted income funds	17		81,508		101,004
Unrestricted income funds	18		82,256		76,300
<b>Total charity funds</b>			<b>163,764</b>		<b>177,304</b>

For the year in question, the company was entitled to exemption from an audit under section 477 of the Companies Act 2006 relating to small companies.

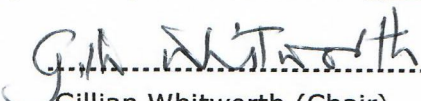
Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006,
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and in accordance with FRS102 SORP, and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 22 to 33 form part of these accounts.

Approved by the trustees on 21/10/2022 and signed on their behalf by:

  
Gillian Whitworth (Chair)

Cheshire Dance Workshop Limited  
Statement of Cash Flows  
for the year ending 31 March 2022

	Note	2022 £	2021 £
<b>Cash provided by/(used in) operating activities</b>	20	<b>(15,040)</b>	<b>60,018</b>
Cash flows from investing activities:			
Dividends, interest, and rents from investments		41	72
Proceeds from sale of tangible fixed assets		-	-
<b>Cash provided by/(used in) investing activities</b>		<b>41</b>	<b>72</b>
Increase/(decrease) in cash and cash equivalents in the year		(14,999)	60,090
Cash and cash equivalents at the beginning of the year		200,929	140,839
<b>Cash and cash equivalents at the end of the year</b>		<b>185,930</b>	<b>200,929</b>

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2022

### 1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### a Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Accounting Practice.

#### b Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees have made no key judgments which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

#### c Income

Income is recognised when the charity 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.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2022 (continued)

### **d Donated services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

### **e Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

### **f Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

### **g Expenditure and irrecoverable VAT**

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.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

### **h Tangible fixed assets**

Individual fixed assets costing £400 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Equipment	25%
-----------	-----

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2022 (continued)

### **i Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### **j Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### **k Creditors and provisions**

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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### **l Financial instruments**

The charity 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### **m Pensions**

Employees of the charity are entitled to join a defined contribution scheme. The charity's contribution is restricted to the contributions disclosed in note 8. There were outstanding contributions at the year end of £Nil (2020: £Nil).

## **2 Legal status of the charity**

The charity is a company limited by guarantee registered in England and Wales and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address is disclosed on page 1.

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2022 (continued)

**3 Income from donations and legacies**

	Unrestricted £	Restricted £	Total 2022 £	Total 2021 £
Donations	196	1,500	1,696	-
Government CJRS payments	27,319	-	27,319	56,786
<b>Total</b>	<b>27,515</b>	<b>1,500</b>	<b>29,015</b>	<b>56,786</b>
Total by fund 31 March 2021	56,786	-		

**4 Income from charitable activities**

	Unrestricted £	Restricted £	Total 2022 £
Grants and Contracts			
Arts Council England	89,831	77,750	167,581
Cheshire West & Chester	39,606	56,400	96,006
Cheshire West Voluntary Action	6,997	-	6,997
Dance Consortia North West	-	11,985	11,985
Westminster Foundation	-	2,936	2,936
Winsford Town Council	-	15,454	15,454
Without Walls Consortium	-	2,400	2,400
Earned income	54,143	10,761	64,904
Other income	265	50	315
<b>Total</b>	<b>190,842</b>	<b>177,736</b>	<b>368,578</b>
<b><i>Previous Reporting Period</i></b>	<b><i>Unrestricted</i></b>	<b><i>Restricted</i></b>	<b><i>Total 2021</i></b>
	<b><i>£</i></b>	<b><i>£</i></b>	<b><i>£</i></b>
<i>Grants and Contracts</i>			
<i>Arts Council England</i>	<i>89,831</i>	<i>68,800</i>	<i>158,631</i>
<i>Cheshire West &amp; Chester</i>	<i>39,606</i>	<i>2,480</i>	<i>42,086</i>
<i>Cheshire West Voluntary Action</i>	<i>-</i>	<i>2,684</i>	<i>2,684</i>
<i>The Granada Foundation</i>	<i>-</i>	<i>1,000</i>	<i>1,000</i>
<i>Earned income</i>	<i>12,205</i>	<i>12,012</i>	<i>24,217</i>
<i>Other income</i>	<i>270</i>	<i>-</i>	<i>270</i>
<b><i>Total</i></b>	<b><i>141,912</i></b>	<b><i>86,976</i></b>	<b><i>228,888</i></b>

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2022 (continued)

**5 Investment income**

All of the charity's investment income arises from money held in interest bearing deposit accounts. All investment income is unrestricted.

**6 Analysis of expenditure on charitable activities**

	Total 2022 £	Total 2021 £
Salaries	198,366	179,370
Other Staff Costs/Contracted Staff	154,243	29,713
Other Core Costs/Resources & Venue/Office	42,884	10,452
Marketing	5,378	11,976
Capital Projects/Depreciation	438	1,301
Other/Insurance	6,407	3,339
Governance costs (see note 7)	3,458	2,581
	411,174	238,732
	411,174	238,732
	2022 £	2021 £
Restricted expenditure	188,732	61,889
Unrestricted expenditure	222,442	176,843
	411,174	238,732
	411,174	238,732

**7 Analysis of governance and support costs**

	Basis of apportionment	Support £	Governance £	Total 2022 £
Accountancy services	Governance	-	3,458	3,458
		-	3,458	3,458
		-	3,458	3,458
<b><i>Previous reporting period</i></b>	<b><i>Basis of apportionment</i></b>	<b><i>Support £</i></b>	<b><i>Governance £</i></b>	<b><i>Total 2021 £</i></b>
Accountancy services	Governance	-	2,581	2,581
		-	2,581	2,581
		-	2,581	2,581

## Cheshire Dance Workshop Limited

### Notes to the accounts for the year ended 31 March 2022 (continued)

#### 8 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2022	2021
	£	£
Depreciation	438	1,301
Independent examiner's remuneration -		
Independent examination	1,100	1,000
Accountancy	500	500
Payroll	807	691
Grant audit	350	-
	4,553	4,793

#### 9 Staff costs

Staff costs during the year were as follows:

	2022	2021
	£	£
Wages and salaries	184,618	165,785
Social security costs	10,105	9,899
Pension costs	3,643	3,686
	198,366	179,370
<b>Allocated as follows:</b>		
Charitable activities	198,366	179,370
	198,366	179,370

No employees has employee benefits in excess of £60,000 (2021: Nil).

The average number of staff employed during the period was 9 (2021: 8).

The average full time equivalent number of staff employed during the period was 6.3 (2021: 5.4).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £46,178 (2021: £39,942).

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2022 (continued)

### 10 Trustee remuneration and expenses, and related party transactions

One (2021: Nil) trustee claimed reimbursed expenses totalling £83 during the year (2021: £Nil).

Two trustees (2021: one) received fees as an artist supplying services to the charity, as permitted by the charity's governing document:

	2022	2021
	£	£
Bettina Carpi	15,426	5,943
Shelley Owen	180	-

Bettina Carpi also received fees as a Freelance Artist Development Programme Manager totalling £1,925 (2021: £nil).

Elaine McLean, a trustee until 18 May 2021, is the mother of Jane McLean who is employed as Creative Director. Jane McLean received actual salary of £23,407 (2021: £22,948) during the year.

Alicia Halloran, the daughter of Jan Halloran, a trustee, was engaged as a freelance artist by the charity and received fees of £nil during the year (2021: £1,293).

Rafael Braga-Araujo, the son-in-law of Elaine Maclean, a trustee until 18 May 2021, was engaged as a freelance artist by the charity and received fees of £1,985 during the year (2021: £180).

Ruth Spencer, partner of Adam Holloway, executive Director, was engaged as a freelance artist by the charity and received fees of £496 during the year (2021: £1,475).

Apart from the above transactions, no trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2021: nil).

### 11 Government grants

The government grants recognised in the accounts were as follows:

	2022	2021
	£	£
Arts Council England	167,581	158,631
Cheshire East Council	-	-
Cheshire West & Chester	96,006	42,086
Winsford Town Council	15,454	-
Government Furlough	27,319	56,786
	<hr/>	<hr/>
	263,587	200,717
	<hr/> <hr/>	<hr/> <hr/>

The are no unfulfilled conditions and contingencies attaching to the grants.

## Cheshire Dance Workshop Limited

### Notes to the accounts for the year ended 31 March 2022 (continued)

#### 12 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

#### 13 Fixed assets: tangible assets

	Computer equipment	Other equipment £	Total £
<b>Cost</b>			
At 1 April 2021	18,019	17,460	35,479
Additions	-	-	-
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2022	18,019	17,460	35,479
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>Depreciation</b>			
At 1 April 2021	17,581	17,460	35,041
Charge for the year	438	-	438
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2022	18,019	17,460	35,479
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>Net book value</b>			
At 31 March 2022	-	-	-
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2021	438	-	438
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2022 (continued)

**14 Debtors**

	2022 £	2021 £
Fees receivable	42,178	940
Other debtors	180	-
Prepayments and accrued income	4,730	4,665
	<hr/>	<hr/>
	47,088	5,605
	<hr/> <hr/>	<hr/> <hr/>

**15 Cash at bank and in hand**

	2022 £	2021 £
Cash at bank and on hand	185,930	200,929
	<hr/>	<hr/>
	185,930	200,929
	<hr/> <hr/>	<hr/> <hr/>

**16 Creditors: amounts falling due within one year**

	2022 £	2021 £
Trade creditors	54,905	20,419
Other creditors and accruals	10,836	6,302
Taxation and social security costs	3,513	2,947
	<hr/>	<hr/>
	69,254	29,668
	<hr/> <hr/>	<hr/> <hr/>

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2022 (continued)

### 17 Analysis of movements in restricted funds

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
Training Community	41,482	162,797	(131,070)	(10,000)	63,209
Training Professional	59,084	16,439	(57,224)	-	18,299
Capital Grants	438	-	(438)	-	-
		-	-		
<b>Total</b>	<b>101,004</b>	<b>179,236</b>	<b>(188,732)</b>	<b>(10,000)</b>	<b>81,508</b>

<b>Previous reporting period</b>	<i>Balance at 1 April 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers £</i>	<i>Balance at 31 March 2021 £</i>
<i>Training Community</i>	<i>36,678</i>	<i>15,576</i>	<i>(10,772)</i>	<i>-</i>	<i>41,482</i>
<i>Training Prof</i>	<i>37,500</i>	<i>71,400</i>	<i>(49,816)</i>	<i>-</i>	<i>59,084</i>
<i>Capital Grants</i>	<i>1,739</i>	<i>-</i>	<i>(1,301)</i>	<i>-</i>	<i>438</i>
<b>Total</b>	<b>75,917</b>	<b>86,976</b>	<b>(61,889)</b>	<b>-</b>	<b>101,004</b>

#### **Name of restricted fund**

#### **Description, nature and purposes of the fund**

Training Community This represents funds to deliver inclusion projects, mainly relating to an Artists in Residence Programme with funds mainly derived from Vivo Care Choices, a dance and health Programme including funds derived from AESOP, the outstanding costs remaining from delivery of the Winsford Creates event with funds mainly derived from Cheshire West and Chester's Reopening and Recovery Programme.

Training Professional This represents funds to deliver Professional work, mainly relating to the upcoming Now Northwich festival with funds mainly derived from Cheshire West and Chester's Reopening and Recovery Programme as well as Northwich Town Council, Barons Quay and the Northwich BID. Cheshire Dance is also carrying forward a negative balance relating to its fundholding work for Dance Consortia North West.

Capital Grants This represents funds held to be released against depreciation on fixed assets, with funds mainly derived from Cheshire Dance including those transferred from unrestricted funds.

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2022 (continued)

18 Analysis of movement in unrestricted funds

<b>Current reporting period</b>	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	As at 31 March 2022 £
General fund	46,791	218,398	(222,442)	6,000	48,747
Designated fund	29,509	-	-	(6,000)	23,509
Designated fund 2	-	-	-	10,000	10,000
	<u>76,300</u>	<u>218,398</u>	<u>(222,442)</u>	<u>10,000</u>	<u>82,256</u>
	<u><u>76,300</u></u>	<u><u>218,398</u></u>	<u><u>(222,442)</u></u>	<u><u>10,000</u></u>	<u><u>82,256</u></u>
<b>Previous reporting period</b>	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	As at 31 March 2021 £
General fund	41,864	198,770	(176,843)	(17,000)	46,791
Designated fund	12,509	-	-	17,000	29,509
	<u>54,373</u>	<u>198,770</u>	<u>(176,843)</u>	<u>-</u>	<u>76,300</u>
	<u><u>54,373</u></u>	<u><u>198,770</u></u>	<u><u>(176,843)</u></u>	<u><u>-</u></u>	<u><u>76,300</u></u>

<b>Name of unrestricted fund</b>	<b>Description, nature and purposes of the fund</b>
General fund	The free reserves after allowing for all designated funds
Designated fund	Designate to cover committed core costs, including for fundraising and the Wildfire Rising programme.
Designated fund 2	£10,000 transfer from restricted funds to reserves via the CRF programme designated to reduce a planned budget deficit.

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2022 (continued)

**19 Analysis of net assets between funds**

	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	-	-	-	-
Net current assets/(liabilities)	48,747	33,509	81,508	163,764
<b>Total</b>	<b>48,747</b>	<b>33,509</b>	<b>81,508</b>	<b>163,764</b>
<b><i>Previous Reporting Period</i></b>	<b><i>General fund £</i></b>	<b><i>Designated funds £</i></b>	<b><i>Restricted funds £</i></b>	<b><i>Total £</i></b>
<i>Tangible fixed assets</i>	<i>438</i>	<i>-</i>	<i>-</i>	<i>438</i>
<i>Net current assets/(liabilities)</i>	<i>46,353</i>	<i>29,509</i>	<i>101,004</i>	<i>176,866</i>
<b>Total</b>	<b>46,791</b>	<b>29,509</b>	<b>101,004</b>	<b>177,304</b>

**20 Reconciliation of net movement in funds to net cash flow from operating activities**

	2022 £	2021 £
<b>Net income/(expenditure) for the year</b>	(13,540)	47,014
<b>Adjustments for:</b>		
Depreciation charge	438	1,301
Dividends, interest and rents from investments	(41)	(72)
Decrease/(increase) in debtors	(41,483)	6,913
Increase/(decrease) in creditors	39,586	4,862
<b>Net cash provided by/(used in) operating</b>	<b>(15,040)</b>	<b>60,018</b>

**CHESHIRE DANCE WORKSHOP LIMITED**

England & Wales - Charity number 1020584

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# Accounts

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Company number: 2811035

Charity Number: 1020584

# Cheshire Dance Workshop Limited

Report and financial statements  
For the year ended 31<sup>st</sup> March 2021

Cheshire Dance Workshop Limited  
Reference and administrative information  
for the year ended 31 March 2021

**Company number** 2811035

**Charity number** 1020584

**Registered office and operational address**

Winsford Library, High Street, Winsford, Cheshire, CW7 2AS

**Trading Name** Cheshire Dance

**Trustees** Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Janet Halloran	Chair
Elaine Mclean	Vice Chair (resigned 18 May 2021)
Nina Osbaldeston	Treasurer
Jenny Allen	(resigned Sept 2021)
Bettina Carpi	
Shamima Noor	
Tracey Oultram	
Shelley Owen	
Josh Slater	
Gillian Whitworth	

**Secretary** Adam Holloway

**Key management personnel** Adam Holloway

**Bankers** Barclays Bank PLC  
21 Dingle Walk, Winsford, Cheshire, CW7 1AG

**Independent examiner** Catherine Hall FCCA DChA, Slade & Cooper Limited  
Beehive Mill, Jersey Street, Ancoats, M4 6JG

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2021

The trustees present their report and the unaudited financial statements for the year ended 31 March 2021. Included within the trustees' report is the directors' report as required by company law.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

## Objectives and activities

The association is established to promote, maintain, improve and advance the education of the public in the arts and in particular (but without prejudice to the generality of the foregoing) the study, performance, knowledge, understanding, appreciation of the art of dance in all its manifestations.

The trustees review the aims, objectives, and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

## Achievements and performance

The charity's main activities and who it tries to help are described below. All its charitable activities focus on Dance and are undertaken to further Cheshire Dance's charitable purposes for the public benefit.

Cheshire Dance is very well recognised in providing public benefit through the advancement of education in dance, related arts activity, community development and health promotion. We do this in several ways, including :-

- Delivering dance classes in civic spaces engaging a wide spectrum of the community
- Delivering dance both in and out of school, further and higher education settings
- Delivering structured physical activity through movement and dance connected to health settings
- Employing and supporting independent artists
- Delivering Continuing Professional Development with artists and other professionals
- Engaging the public in works of art, both as audience and as participants

Cheshire Dance promotes an open programme amongst 3 key markets for dance: audiences, participants and learners along with artists and the professional sector. Some activities promote more mainstream engagement whilst the majority is targeted proactively amongst specific communities and groups who face access issues. We work regularly on an outreach basis ensuring that as many people

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2021

as possible are able to engage locally to where they live, particularly in areas of low engagement. Opportunities vary in type and target group and range from regular classes to short intensive projects, from individual sessions and performances to full day/week activities. Dates and times are also infinitely adaptable - daytimes, evening, weekends through term time and school holidays. Our flexibility to programme in this way is a strength and ensures that more people over a much wider geography and demographic have the opportunity to experience dance than would otherwise be the case. We find ways to connect, move and dance together through all our sessions, supporting people's physical and mental wellbeing. We have evidence that high-quality, creatively rich content is key to the success of our organisation in extending our reach as an organisation and in supporting the independent sector. Increasingly, Cheshire Dance offers a strong online and digital presence offering film, photography, news and b/vlogs with an ever-growing take up enabling us to extend our reach to a younger audience and those confined to home.

### **Staffing**

Cheshire Dance for the period of 2020-2021 employed

- 1 full time staff
- 7 part time staff

Cheshire Dance for the period of 2020-2021 contracted or commissioned 56 freelance artists and engaged 45 volunteers

### **Highlights of the year 2020-2021**

The achievements detailed above and below provides ample evidence that during 2020-21 Cheshire Dance proved that the organisation is; able to flex and reframe its activities swiftly, respond and adapt to challenges and opportunities, and has demonstrated a stubborn resilience and productivity. We have proved that the organisation is dynamic, strong and resilient and well positioned to deliver ambitious plans for growth over the next ten years in line with the Arts Council Let's Create Strategy Outcomes and Investment Principles and our aims and objectives for the benefit of our wider community.

Due to the pandemic in 2020-21 75% of the Cheshire artistic programme shifted to online delivery with 90% of this targeting vulnerable communities - this was a huge achievement during Lockdown. Throughout the year Cheshire Dance delivered 10,713 participant experiences through 1,300 creative sessions. This was an extensive delivery programme given the circumstances and speaks to just how vital dancing and Cheshire Dance is to so many people – even when our and our stakeholders' priorities were paired down to the bone in the face of the Pandemic crisis.

There is no doubt that 2020/21 was a unique and challenging year for Cheshire Dance, our participants, freelance artists, partners and key stakeholders. Cheshire Dance reacted swiftly to the COVID-19 restrictions that it faced during the Lockdowns and Tiers thrust upon us all during these unprecedented times. The Cheshire Dance Board and Team demonstrated an ever-stronger commitment to its aim to ensure everyone has access to dance and can benefit from its transformative power, and in response to Lockdown#1 developed a COVID-19 Response Plan to provide a strategic response to the situation. Throughout 2020/21 the organisation continued to support and develop dance with priority groups across the county using digital technologies, on and offline resources and when allowed face to face activities.



# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2021

From the outset it became clear that our priority groups of Older People, Young People, People with Disabilities, including those with Profound Intellectual & Multiple Disabilities (PIMD), Artists and Freelance staff were amongst those most heavily impacted by COVID-19 and that dance had a key role to play in supporting these individuals and groups during times of shielding and isolation.

Throughout 2020-21, Cheshire Dance continued to engage with and listen to participants, partners and artists to develop a programme of support and activity;

- offering online – and when restrictions allowed – face to face sessions,
- providing bespoke resources for young and older people delivered directly to those identified by our partners as being at risk during the pandemic,
- and honouring artists contracts to support freelancers who were unable to access Government support.

During the year Cheshire Dance remained committed to the delivery of our Artistic Programme and whilst some elements of the programme had to be postponed or even cancelled, others could be reimaged. Additionally, the pandemic brought opportunities to create new initiatives and partnerships in response to the ever-changing external environment.

Both the staff and the Board took time to undertake strategic thinking and examine; Arts Council England Let's Create Strategy and Investment Principles, Local Authority Stronger Futures planning documents, develop our response to the Black Lives Matter campaign and consider our approach and programme amidst COVID-19 restrictions to inform our plans for 2021-22 and beyond.

Cheshire Dance welcomed four new Board members with a younger profile and recognising that there is more to do the Board made a commitment to the ACE Investment Principle Inclusivity and Relevance will, in, 2021/22 established a Board Working Party that will accelerate their focus on Board diversity.

### **Let's Create**

The work of Cheshire Dance resonates strongly with the Arts Council England Let's Create Strategy, its Vision for England to be a country in which the creativity of each of us is valued and given the chance to flourish - its Outcomes (see below) and Investment Principles. Cheshire Dance is deeply embedded in, and co-creates with, a range of local communities in Cheshire and creatives across the North West and nationally, seeking opportunities that deliver on our vision - *to ensure everyone has access to dance and can benefit from its transformative power* and mission - *to champion dance and the voices of those who engage*. To do this Cheshire Dance works extensively in partnership across the arts & culture, public, voluntary and commercial sectors. We are deeply embedded in voluntary and public sector partnerships as a lead creative and cultural voice in Cheshire. These partnerships ensure we work in a responsive way; informed, supported and invested in by these sectors to meet the priorities of the communities we engage.

### **Let's Create Outcomes**

#### ➤ Creative People

Cheshire Dance is an active employment hub offering training to support access into employment within the Creative Industries, particularly but not exclusively dance. Our person-centred approach encourages all our participants to be creative people, encouraging a diverse range of people and communities to recognise their creative talents, with some looking to creative industries career paths.

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2021

### ➤ Creative Communities

Cheshire Dance is truly connected to the communities we are part of and the people we work with. Our approach to our work with Older Adults, Young People and People with Disabilities takes us into the heart of these communities of both interest and place. Our artistic programme has proved to be dynamic as even during lockdown and restrictions we provided 10,713 creative experiences and delivered 1,300 creative sessions with 90% of this activity targeting vulnerable communities/people with Protected Characteristics.

### ➤ A Creative and Cultural Country

Cheshire Dance acts to bring the professional dance community together. Creative, active and positive partnerships across the arts, education, public and voluntary sectors are at the heart of all that Cheshire Dance does. In our role as the accountable body for Dance Consortia North West we champion, promote and influence opportunities to grow the dance sector across the region through the North West Dance Plan.

Building on from initial Board and Team workshops to examine Lets Create and to further develop and align our plans to Let's Create; Cheshire Dance has developed a Road Map outlining the consultation we will be undertaking during 2021-22 to inform both our Business Plan for 2022-23 and our forthcoming Arts Council National Portfolio organisation application. We are committed to capturing and amplifying the voices of artists, participants, stakeholders, the team and the Board to ensure our plans truly respond to and reflect their ambitions. During autumn 2021 we will continue to debate, consult, discuss and examine the Lets Create Strategy and Investment Principles.

## **Additional highlights from 2020-21 include**

### **Online Activities**

Where possible regular classes moved online with our eldest participant being 95 years of age – who says older adults don't do technology!

Cheshire Dance was able to offer a range of regular weekly online sessions for active and not so active older adults, young people, carers and young people with Downs Syndrome. Whilst some of our regular participants chose not to take part in the online offer it did attract new people who had not danced with us before or would not normally attend a face to face session due to geography or feeling uncomfortable about dancing with others. During Lockdown#3 in January '21 young people report screen fatigue due to pandemic home-schooling and told us they preferred to wait until face-to-face sessions could resume, rather than meet online. Conversely the demand for dance and health online sessions has grown with the New Year bringing new collaborations with local organisations to trial new online classes.

### **What people have said about our online offer...**

*"It is lovely to be able to see other people in the same situation and to take part is something enjoyable. Apart from walking the dog, this is the only exercise I can get Ron to partake in and feel that this is really important to his wellbeing. As you can imagine we are missing social interaction and these sessions really help on not only the physical but also the mental health of both of us."*

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2021

*"Having the sessions regularly has had a wonderful impact on the health and well-being of our carers. It increases their mobility in this time of increased stillness due to the pandemic and when many people are fearful to leave their homes even for daily exercise. It brings them together for something to look forward to each week."*

*"I really look forward to our dance sessions on a Friday morning with Rachel because I get so much benefit from them. I feel better physically, mentally and best of all, it's fun. It's lovely to 'meet' up with the other ladies each week."*

*"Just wanted to let you know how much we have enjoyed our dance sessions. Although my husband is no longer mobile he takes part with my help as much as possible. He loves the music, and often just claps and hums along. There is always adaptations that I can help him with. A pleasure to take part in these worthwhile sessions."*

### #Black Lives Matter

In response to Black Lives Matter campaign Cheshire Dance looked to deepen its relationship and partnership with Movema to develop a meaningful and appropriate response to the campaign. During the year Cheshire Dance and Movema developed the 'Wildfire Rising' programme and secured funding for the delivery of the programme in 21/22. 'Wildfire Rising' is an associate artist programme that aims to remove barriers of inequality by investing in and supporting dance artists from African, South, East and South East Asian diasporas to make way for the rising of their artistry, representation and development.



The programme recruited three North West based dance artists, who will each take part in paid, bespoke professional development and reflection as well as receiving a £1.5k commission with support to develop their own dance work.

Through 'Wildfire Rising' Cheshire Dance and Movema are committed to:

- Investing in and supporting dance artists from African, South, East and South East Asian diasporas to make way for the rising of their artistry, representation and development.
- Increasing representation of artists from African, South, East and South East Asian diasporas in both of our organisations at all levels.
- Learning about what the barriers are to African, South, East and South East Asian diaspora artists engaging with our organisations (as participants and artists) and subsequently using the learning to develop the diversity of our organisations
- Reducing inequalities in dance
- Learning about the needs of artists from African, South, East and South East Asian diasporas and using our voices and platforms to feed this understanding into wider strategic conversations with ACE and Dance Consortia North West to ensure development of relevant support systems for artists
- Generating and developing trust and shifting perceptions of our organisations as places where people of diverse cultural and racial backgrounds are welcome, valued and feel 'at home'

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2021

### Move with Us

Funded by Sport England the 'Move with Us' sessions were for those living with dementia and other conditions and their carers. Half of the participants join in the class with their spouse, the other half joined from care homes where they are resident and are supported by their activities coordinator/carers. The funding for this project meant that cost wasn't an additional barrier for those currently facing huge inequality of opportunity as a result of the pandemic (carers, older adults with dementia, care home residents) and thus has enabled some of the people who were most isolated and inactive to bring movement into their lives. These sessions have continued through collaboration with Cheshire and Warrington Carers Trust and are as important and valued as ever as carers have reported that they often felt forgotten and 'left behind' in the opening up from COVID.

### Moving Matters

During Lockdown#3, a new online wellbeing workshop, 'Moving Matters' was launched in association with HealthBox CIC. This generated tremendous interest, leading Arts Council England to promote the session in the Creative Lowdown blog <https://www.artscouncil.org.uk/blog/creative-lowdown-15-january-2021>

and on their social media platforms. Emma Thomas, Lead Dance Artists for Cheshire West and Chester (CWAC) was invited to appear on Northwich Radio to talk about the Moving Matters taster session that took place as part of the CWAC Libraries Health and Wellbeing Week in January.

### Pre-recorded classes

When the country first went in to lockdown Cheshire Dance wanted to honour existing freelance artists' contracts and in consultation with the artists it was agreed that they would create bespoke pre-recorded video content with materials suitable for older adults and people living with disabilities. Cheshire Dance made particular use of its YouTube channel in lockdown and now have a bank of 22 videos for older adults and 30 videos for disabled people.

Freelance artist Emily O'Shea had been contracted by Cheshire Dance to teach in a variety of school settings in Summer 2020 so we worked with Emily to re-purpose her time towards the creation of a free, online dance resource for schools. We used this resource as a marketing tool for the Cheshire Dance COVID-19 schools offer from which bookings have started to be generated.

### Offline Resources

Cheshire Dance were acutely aware that many people may not have access to a digital offer and wanted to provide opportunities for those who weren't able to engage online to stay active at home. The offline resources helped us to reach a significant number of people who we weren't previously working with.



During August 150 families in Lache and Frodsham received Cheshire Dance CHALK! Activity Packs. Specially designed by Dance Artist Emily O'Shea, these packs contained ten different activities for children and their families. All activities were designed to inspire imagination, outdoor play, drawing, writing and, of course, dancing! Cheshire Dance received funding from The Westminster Foundation and Cheshire West and Chester Council through the COVID-19 Community Response fund.

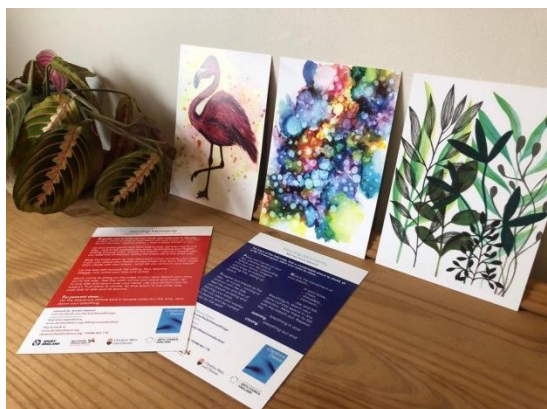
# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2021

### Moving Moments

A celebration of the contribution that Older People in the community make to our society. We joined the 'Age Proud Lache' group which forms part of Age Friendly Cheshire West and partnered with a variety of organisations to send out food and activity boxes to 100 older adults in Lache.



Cheshire Dance came together with local artist Rachel Almond to create five beautifully designed prints to inspire and encourage older adults to stay active at home. These A5 specially commissioned watercolours feature creative activities on the reverse to remind older adults to integrate movement and dance into their daily lives for enhanced health and well-being. This project received funding from Sport England's Tackling Inequalities Fund and support from Cheshire West and Chester Council, Age Friendly Lache and Sanctuary Housing.

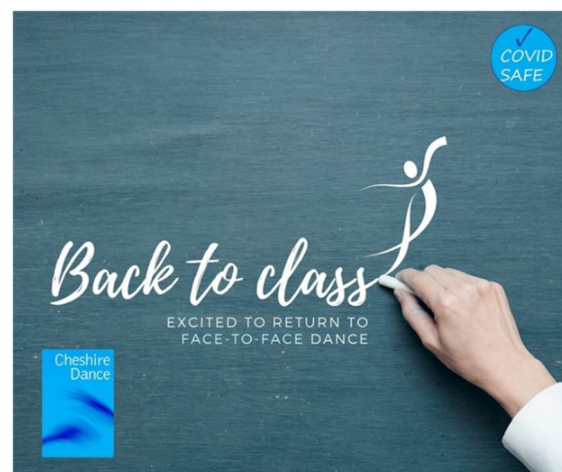
### Listening to our communities and artists – planning a return to face to face sessions

In July '20 we sent a survey out to our existing participants and freelance artists to ascertain the appetite for a return to face to face classes in the studio. Results were mixed and ranged from those who are very keen to get back to face to face activity to those who are still very nervous and would prefer to stay online for the foreseeable future. Although most freelancers were keen to get back to studio classes several felt they would be putting the vulnerable populations they work with at risk because they also teach in other contexts such as schools. This feedback will inform our approach to returning to face to face sessions as the country emerges from lockdown. Each session will be considered on a case by case basis in partnership with artists, participants, venues and partners.

### Face to Face Sessions

Whilst these were extremely limited during 2020-21, in November and December '20 we delivered face to face sessions with The Grange Community Primary School in Winsford, exploring topics linked to the curriculum. Here's some feedback from teachers and pupils:

*"We have loved having Cheshire Dance in school. They are professional and understanding of the current climate and are constantly providing unique ways to bring dance to life in school, whilst keeping safety as a priority. The children have made so much progress in dance and the teachers have valued the expert coaching to help inform their own teaching. Thank you!"*



Here are some of the words/phrases used by Year 5 Pupils. (Dec 2020):

- \*Best Five Weeks of My Life
- \* Amazing
- \* Brilliant
- \* Worth Waiting For
- \* I Don't Want It To End
- \* One Of The Best Experiences I've Ever Had \*

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2021

### **New Cheshire Dance website**

During the year further design and wireframe development took place of a powerful new database driven website for Cheshire Dance. The new website consists of a range of digital assets that have the potential for wider application across the North West dance sector with the Artists network ALFA and Dance Consortia North West.

### **Dance Consortia Northwest (DCNW)**

The Consortia is a partnership of dance development organisations, venues, companies, independent artists and HE institutions that have co-authored its purpose, ambition and values and secured Arts Council England investment. DCNW was established in 2017 and is working to deliver the NW Dance Plan to support and grow dance in the North West. DCNW is working to:

- Expand the scope and scale of the dance that is produced and shared
- Amplify the investment that flows into dance
- Increase the sustainability and ability of dance artists and organisations to thrive
- Address pressing issues such as the environment; equity, inclusion and diversity; and the COVID 19 Pandemic
- Understand that creating and sharing art and dance benefits our society, so amplifying dance amplifies the benefits.

Cheshire Dance is an Arts Council England National Portfolio Organisation and is the accountable body for the central Arts Council funding for DCNW and employer of the Partnerships Director and a .2 FTE Administrator (and potentially other) posts. Dance Consortia North West governance is held within Cheshire Dance's charitable objects and delivered through a signed Operating Agreement.

During the autumn '20, Cheshire Dance created a website for Dance Consortia North West to showcase how the partnership is collectively responsive to the strengths, needs and specialisms of the region's artists and organisations.

During lockdown DCNW was a critically useful resource keeping partners connected for survival, Covid adaptations as well as forward planning. Alongside extensive planning amongst the Consortia partners negotiations continued with Arts Council England to seek permission to submit a strategic area based National Lottery Programme application for over £100k. DCNW has since been awarded £170k in September 2021 to deliver a comprehensive research programme.

The Executive Group have launched The Dance Plan, a resource for anyone connected with the dance sector in the region to use as part of their case making and planning. Alongside this is an Operational Plan detailing how the partnership is going to work together, with priorities and goals including successful applications to National Lottery Project funds.

During 2020-21 time was taken to evaluate the first DCNW mentoring programme and having adjusted the programme to reflect the learning from the initial mentoring programme a second mentoring programme has recently been launched.

DCNW continued to offer support to Company Carpi and Movema, both of whom were successful in attracting matched funding from Arts Council England Project funding. Support has also been given to help the companies navigate their commissions with partners, Now Northwich, Spare Parts, Lancaster Arts and Culture Warrington.

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2021

### Catalyst Project

During the year Cheshire Dance pursued its research project with the Philip Barker Centre at Chester University, as far as restrictions allowed, with the aim of the project being to find a more systematic way of producing evidence to tell the story of the Cheshire Dance experience. A set of three outcome domains holding eight more tightly defined outcome areas have emerged that Cheshire Dance group members felt reflected their dance experience as a way for Cheshire Dance to roll-out new evaluation methods and reveal their dance stories. A participatory action research methodology incorporating a phenomenological design was successful in enabling the voice of the group members to lead the research process. These outcomes are the starting point for Cheshire Dance to gain evaluation consistency across numerous participatory groups. Consistent evaluation data using these outcomes will aim to support the advocacy, fundraising and artistic direction of all the individual dance groups and Cheshire Dance as a whole.

### Staffing and Freelancers

In 2020/21 Cheshire Dance successfully managed staffing pressures due to COVID-19, reduction in staff numbers as a result of Furlough and maternity leave. With the closure of the Cheshire Dance office at Winsford Library staff were required to work from home for much of the year. The Board and Senior Management were mindful of the pressures that COVID-19 had on staff during 2020, allowing staff to work flexibly, take time when needed to manage work/life balance, including the pressures of home schooling and also supported additional annual leave during the Christmas break.



Cheshire Dance is continuing to articulate and action a fundamental shift in our approach to working with freelancers. We are committed to developing relationships with our freelance artists where they are seen as consultants and co-creators of our programme, where they are paid to engage in all training required for their work with Cheshire Dance.

Additionally, we aim to remove financial barriers to engaging in the rest of our CPD/Artist development programme, ensuring that we can maintain and develop diversity within our workforce. By investing in our freelance artists and their development, we invest in an excellent experience for our participants and audiences, in the development of a rich and diverse dance sector in Cheshire and the NW, and in the future of Cheshire Dance. This was achieved with the support of Cultural Recovery Fund investment; our challenge is to resource this on an ongoing basis.

### Cultural Recovery Fund



At the start of 2021/22 Cheshire Dance benefitted from investment from the Cultural Recovery Fund (CRF). This enabled us to relaunch our programme, employ artists, equip the programme for safety, promote it well, re-engage more of our dancing community and learn from engagers and non-engagers alike.

In June 2021, the CRF criteria changed with the 3 month period of funding extending to December 2021. Whilst this late notice meant most of the funds were used in the April to June period we planned and are now implementing a second push to re-engage participants

and support artist development through the Autumn 2021 term. Already we are experiencing strong demand from our groups for this return to face-to-face sessions.

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2021

### **Now Northwich Festival**

Due to the pandemic the Now Northwich Festival, programmed to take place in October 2020, was cancelled. However support from the Cultural Recovery Fund enabled scenario planning for a Covid secure festival to take place in April 2022. Cheshire Dance have negotiated an agreement with Cheshire West & Chester Council for the 2022 Festival and will continue to undertake strategic planning and fundraising for the Festival with key partners and stakeholders including Cheshire West & Chester Council, Northwich Town Council, the Business Improvement District and Barons Quay. Cheshire West and Chester Localities have submitted an application to Arts Council England National Lottery Programme. Investment from CRF has enabled us to undertake scenario planning and research to ensure the event will be Covid safe.

### **A focus on Winsford**

Cheshire Dance were delighted to be commissioned by Cheshire West and Chester Council (CWAC) to deliver elements of their borough-wide reopening and recovery programme, a significant investment programme of cultural, community and visitor attraction activity to position, encourage and grow the confidence of residents and visitors to safely return to the city centre, main towns, market towns and visit places across the borough.

The Winsford High Street Recovery programme will see a new engagement programme develop through Autumn 2021 and into Spring 2022 that will culminate with an event in the Town Centre sometime in March 2022. Having a base in Winsford phase one of the programme provides the opportunity to not only deliver an exciting events programme in the town but to provide employment for local artists and engage more deeply with the local community and to understand their 'Wishes of Winsford' as part of the town centre regeneration programme. Planning has already commenced with local partners including Cine Window, Cross Hatch, the Library and the CWAC Culture team.

The commission represents an extension of our partnership with Cheshire West & Chester Council bringing new investment through Future High Streets funding signalling long term regeneration for Winsford and initiating discussions for a new development 'Winsford Social'.

### **Beneficiaries of our services**

Cheshire Dance delivers/promotes dance engagement pro-actively amongst specifically targeted groups:

- People from Protected Characteristic groups, including
  - Age - Early Years, Young People, Older Adults
  - Disability - People with physical disabilities and learning difficulties
  - Race - Participants, dance genres and artists from BAME communities
  - Gender – Girls/Women, Boys/Men specific
  - And less so amongst groups identified by religion or belief, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy or maternity

Cheshire Dance Workshop Limited  
Trustees' annual report  
for the year ended 31 March 2021



- Other specifically targeted groups
  - Artists
  - People on low incomes and/or living in disadvantaged areas
  - Excluded young people
  - Young people choosing dance as a formal training route into the profession
  - People with health concerns: Cheshire Dance is becoming increasingly recognised as a specialist in Dance and Health working regularly in areas such as Dementia, Parkinson's and Falls.

Cheshire Dance delivers continuing professional development in dance and social justice which not only advances knowledge of the artform, facilitation and dance development but also the effects of physical activity on the body and the duty of care to participants and practitioners. People that engage in Cheshire Dance's continuing professional development activity include:

- Artists
- Teachers in both formal and informal educational settings
- Care, health and youth workers and early years practitioners
- Students and young people

Cheshire Dance seeks to engage the public in works of art as audiences. Particular target groups include:

- People become audience members following their engagements through wider programmes of participation and continuing professional development
- Families, friends, colleagues and communities connected to the groups we work with
- People with an interest in dance and the arts targeted through social media, print and by working in partnership with other organisations

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2021

### **Financial review**

#### **Reserves policy**

Cheshire Dance requires unrestricted reserves for both investment and risk management. Cheshire Dance maintains a Risk Log separately to its reserves policy.

#### **Insolvency**

Likely costs are contingent to skeleton operating costs, net debtor/creditor balances and contractual agreements with staff, particularly to cover redundancy situations.

It is recognised that Cheshire Dance's core funding agreements require notice periods in the event of funding cuts and as such, in the event of insolvency, no additional reserve is required to cover notice periods for staff redundancy.

#### **Target Reserve**

As at 31st March 2021 Cheshire Dance holds £46,791 of unrestricted, undesignated reserves. The Board has set a target reserve of £46,446 including £24,000 required to cover skeleton running costs and a further £22,446 to cover redundancy costs.

At the date of this report Cheshire Dance has met its Reserves Policy.

#### **Review**

The Target Reserve is reviewed each year to take account of all risks and in particular, staff entitlement to redundancy.

If the decision is taken by the Board that insolvency is unavoidable, it would instruct the Director of the company to produce a balanced budget for the insolvency period.

#### **Investment**

Any further unrestricted reserves held above the target reserve figure will be invested in Cheshire Dance's long term sustainability and development. The Board will work with the Director and staff to consider designating any further reserves to further the objects of the charity.

### **Plans for the future**

Moving through the pandemic and looking forward with secure foundations in place during 2020-21 the Board of Trustees has undertaken the following:

- Annual review of the Board
- Annual review of the Director
- Monitored Dance Consortia North West with the Chair and Partnerships Director
- Looked at roles and responsibilities within the Board.
- Monitored the Schedule of Matters to support policy development and strategic decision-making
- Monitored SMART objectives in the business plan
- Convened Board working party meetings as and when necessary
- Written the annual report

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2021

### **Structure, governance and management**

The organisation is a charitable company limited by guarantee, incorporated in 1993 and registered as a charity in 1983.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2021 was 10 (2020: 9). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 10 to the accounts.

### **Board recruitment**

Cheshire Dance attracts Board members from across the public, dance, cultural, voluntary and education sectors. We aim to attract a mix of applicants from different backgrounds, going further than simply reflecting the stakeholders and geographic areas we currently serve. Roles are advertised openly and we reach out to different communities through the networks connected to our increasingly diverse programme.

Following Expressions of Interest received, a Board and Team member meet informally with candidates so both parties can assess compatibility. By agreement candidates are then invited to meet the Board/Team through observing a Board meeting. In preparation candidates can access meeting papers and a comprehensive Board Induction pack. Again by agreement, after the meeting, candidates join the Board formally and continue the induction process.

### **Related parties and relationships with other organisations**

The trustees maintain an accurate Register on Interests covering both trustees and staff. Where conflicts of interest arise in decision-making, specific interests are noted and interested parties step out of the decision-making process. The trustees recognise the importance of including practicing artists in its number. During the year one trustee received payment work as freelance artists. They are Bettina Carpi.

Cheshire Dance is related to Dance Consortia North West. It is the fundholder, employs its staff and shares back office services. The Consortia has an independent Chair and Executive Decision-Making Group made up of representatives of interested dance and arts organisations, Higher Education Dance Departments and a network of Independent Dance Artists across the region.

### **Remuneration policy for key management personnel**

Trustees maintain knowledge of competitive salary levels in the sector. It assesses all staff salaries each year and implements appropriate rises as part of its overall responsibility for financial control and long-term resilience.

# Cheshire Dance Workshop Limited

## Trustees' annual report

for the year ended 31 March 2021

### **Risk management**

The Board reviews major risks on a quarterly basis and All Relevant Organisational Risks on an annual basis, or more frequently as circumstances dictate. Options for Mitigating Action are reviewed at the Trigger point and agreed and implemented as appropriate. The Risk Log includes ongoing adaptation and recovery risks associated with the Covid 19 Pandemic.

### **Funds held as custodian trustee on behalf of others**

Funds held on behalf of Dance Consortia North West, as a Restricted Fund, total £38,300 in cash at 31<sup>st</sup> March 2021.

### **Statement of responsibilities of the trustees**

The trustees (who are also directors of Cheshire Dance Workshop Limited for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation

The trustees are responsible for keeping proper accounting records that 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. 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.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

Cheshire Dance Workshop Limited

Trustees' annual report

for the year ended 31 March 2021

The trustees' annual report has been approved by the trustees on 12<sup>th</sup> November 2021 and signed on their behalf by

**Jan Halloran**

**Chair**

Independent examiner's report  
to the trustees of  
Cheshire Dance Workshop Limited

I report on the accounts of the company for the year ended 31 March 2021 which are set out on pages 19 to 33.

**Responsibilities and basis of report**

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

**Independent examiner's statement**

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Catherine Hall FCCA DChA  
Slade & Cooper Ltd, Chartered Certified Accountants  
Beehive Mill, Jersey Street, Manchester M4 6JG  
15<sup>th</sup> November 2021

Cheshire Dance Workshop Limited  
Statement of Financial Activities  
(including Income and Expenditure account)  
for the year ended 31 March 2021

	Note	Unrestricted funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>					
Donations and legacies	3	56,786	-	56,786	11,546
Charitable activities:	4	141,912	86,976	228,888	303,995
Investments	5	72	-	72	421
<b>Total income</b>		<b>198,770</b>	<b>86,976</b>	<b>285,746</b>	<b>315,962</b>
<b>Expenditure on:</b>					
Charitable activities:	6	176,843	61,889	238,732	319,331
<b>Total expenditure</b>		<b>176,843</b>	<b>61,889</b>	<b>238,732</b>	<b>319,331</b>
<b>Net income/(expenditure) for the year</b>	8	<b>21,927</b>	<b>25,087</b>	<b>47,014</b>	<b>(3,369)</b>
Transfer between funds		-	-	-	-
<b>Net movement in funds for the year</b>		<b>21,927</b>	<b>25,087</b>	<b>47,014</b>	<b>(3,369)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		54,373	75,917	130,290	133,659
<b>Total funds carried forward</b>		<b>76,300</b>	<b>101,004</b>	<b>177,304</b>	<b>130,290</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Cheshire Dance Workshop Limited  
Company number 2811035  
Balance sheet as at 31 March 2021

	Note	2021	2020
		£	£
<b>Fixed assets</b>			
Tangible assets	13	438	1,739
<b>Total fixed assets</b>		<b>438</b>	<b>1,739</b>
<b>Current assets</b>			
Debtors	14	5,605	12,518
Cash at bank and in hand	15	200,929	140,839
<b>Total current assets</b>		<b>206,534</b>	<b>153,357</b>
<b>Liabilities</b>			
Creditors: amounts falling due in less than one year	16	(29,668)	(24,806)
<b>Net current assets</b>		<b>176,866</b>	<b>128,551</b>
<b>Total assets less current liabilities</b>		<b>177,304</b>	<b>130,290</b>
<b>Net assets</b>		<b>177,304</b>	<b>130,290</b>
<b>The funds of the charity:</b>			
Restricted income funds	17	101,004	75,917
Unrestricted income funds	18	76,300	54,373
<b>Total charity funds</b>		<b>177,304</b>	<b>130,290</b>

For the year in question, the company was entitled to exemption from an audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006,
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and in accordance with FRS102 SORP, and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 11 to 22 form part of these accounts.

Approved by the trustees on 12th November 2021 and signed on their behalf by:

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Jan Halloran (Chair)

Cheshire Dance Workshop Limited  
Statement of Cash Flows  
for the year ending 31 March 2021

	Note	2021 £	2020 £
<b>Cash provided by/(used in) operating activities</b>	20	<b>60,018</b>	<b>3,790</b>
Cash flows from investing activities:			
Dividends, interest, and rents from investments		72	421
Proceeds from sale of tangible fixed assets		-	-
<b>Cash provided by/(used in) investing activities</b>		<b>72</b>	<b>421</b>
Increase/(decrease) in cash and cash equivalents in the year		60,090	4,211
Cash and cash equivalents at the beginning of the year		140,839	136,628
<b>Cash and cash equivalents at the end of the year</b>		<b>200,929</b>	<b>140,839</b>

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2021

### 1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### a Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Accounting Practice.

#### b Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees have made no key judgments which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

#### c Income

Income is recognised when the charity 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.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

# Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2021 (continued)

## **d Donated services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

## **e Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

## **f Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

## **g Expenditure and irrecoverable VAT**

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.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

## **h Tangible fixed assets**

Individual fixed assets costing £400 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Equipment	25%
-----------	-----

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2021 (continued)

### **i Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### **j Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### **k Creditors and provisions**

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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### **l Financial instruments**

The charity 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### **m Pensions**

Employees of the charity are entitled to join a defined contribution scheme. The charity's contribution is restricted to the contributions disclosed in note 8. There were outstanding contributions at the year end of £Nil (2020: £Nil).

## **2 Legal status of the charity**

The charity is a company limited by guarantee registered in England and Wales and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address is disclosed on page 1.

## Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2021 (continued)

### 3 Income from donations and legacies

	Unrestricted £	Restricted £	Total 2021 £	Total 2020 £
Donations	-	-	-	11,546
Government CJRS payments	56,786	-	56,786	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total</b>	56,786	-	56,786	11,546
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Total by fund 31 March 2020	-	11,546		
	<hr/> <hr/>	<hr/> <hr/>		

### 4 Income from charitable activities

	Unrestricted £	Restricted £	Total 2021 £
Grants and Contracts			
Arts Council England	89,831	68,800	158,631
Cheshire West & Chester	39,606	2,480	42,086
Cheshire West Voluntary Action	-	2,684	2,684
The Granada Foundation	-	1,000	1,000
Earned income	12,205	12,012	24,217
Other income	270	-	270
	<hr/>	<hr/>	<hr/>
<b>Total</b>	141,912	86,976	228,888
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>Previous Reporting Period</b>	<i>Unrestricted</i>	<i>Restricted</i>	<i>Total 2020</i>
	<i>£</i>	<i>£</i>	<i>£</i>
Grants and Contracts			
Arts Council England	88,208	58,330	146,538
Cheshire East Council	-	15,000	15,000
Cheshire West & Chester	39,606	28,915	68,521
AESOP	-	7,170	7,170
Curious Minds	-	1,000	1,000
The Granada Foundation	-	2,000	2,000
Active Cheshire	2,650	-	2,650
Earned income	33,570	26,466	60,036
Other income	136	944	1,080
	<hr/>	<hr/>	<hr/>
<b>Total</b>	164,170	139,825	303,995
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2021 (continued)

### 5 Investment income

All of the charity's investment income arises from money held in interest bearing deposit accounts. All investment income is unrestricted.

### 6 Analysis of expenditure on charitable activities

	Total 2021 £	Total 2020 £
Salaries	179,370	160,201
Other Staff Costs/Contracted Staff	29,713	123,640
Other Core Costs/Resources & Venue/Office	10,452	24,960
Marketing	11,976	1,001
Capital Projects/Depreciation	1,301	1,651
Other/Insurance	3,339	5,330
Governance costs (see note 7)	2,581	2,548
	<hr/>	<hr/>
	238,732	319,331
	<hr/> <hr/>	<hr/> <hr/>
	2021 £	2020 £
Restricted expenditure	61,889	144,671
Unrestricted expenditure	176,843	174,660
	<hr/>	<hr/>
	238,732	319,331
	<hr/> <hr/>	<hr/> <hr/>

### 7 Analysis of governance and support costs

	Basis of apportionment	Support £	Governance £	Total 2021 £
Accountancy services	Governance	-	2,581	2,581
		<hr/>	<hr/>	<hr/>
<b><i>Previous reporting period</i></b>	<i>Basis of apportionment</i>	<i>Support £</i>	<i>Governance £</i>	<i>Total 2020 £</i>
Accountancy services	Governance	-	2,548	2,548
		<hr/>	<hr/>	<hr/>

## Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2021 (continued)

### 8 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2021	2020
	£	£
Depreciation	1,301	1,651
Independent examiner's remuneration -		
Independent examination	1,000	1,000
Accountancy	500	623
Payroll	691	500
	1,301	1,651

### 9 Staff costs

Staff costs during the year were as follows:

	2021	2020
	£	£
Wages and salaries	165,785	150,005
Social security costs	9,899	7,012
Pension costs	3,686	3,184
	179,370	160,201
<b>Allocated as follows:</b>		
Charitable activities	179,370	160,201
	179,370	160,201

No employees has employee benefits in excess of £60,000 (2020: Nil).

The average number of staff employed during the period was 8 (2020: 8).

The average full time equivalent number of staff employed during the period was 5.4 (2020: 5.5).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £39,942 (2020: £39,159).

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2021 (continued)

### 10 Trustee remuneration and expenses, and related party transactions

No (2020: Nil) trustees claimed reimbursed expenses during the year (2020: £Nil).

One trustees (2020: two) received fees as an artist supplying services to the charity, as permitted by the charity's governing document:

	2021	2020
	£	£
Bettina Carpi	5,943	5,781
Jan Halloran	-	66

Elaine McLean, a trustee, is the mother of Jane McLean who is employed as Creative Director. Jane McLean received actual salary of £22,948 (2020: £7,958 + maternity pay) during the year.

Alicia Halloran, the daughter of Jan Halloran, a trustee, was engaged as a freelance artist by the charity and received fees of £1,293 during the year (2020: £7,237).

Rafael Braga-Araujo, the son-in-law of Elaine Maclean, a trustee, was engaged as a freelance artist by the charity and received fees of £180 during the year (2020: £790).

Ruth Spencer, partner of Adam Holloway, executive Director, was engaged as a freelance artist by the charity and received fees of £1,475 during the year (2020: £3,650).

Apart from the above transactions, no trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2020: nil).

### 11 Government grants

The government grants recognised in the accounts were as follows:

	2021	2020
	£	£
Arts Council England	158,631	146,538
Cheshire East Council	-	15,000
Cheshire West & Chester	42,086	68,521
Government Furlough	56,786	-
	<hr/>	<hr/>
	200,717	230,059
	<hr/> <hr/>	<hr/> <hr/>

The are no unfulfilled conditions and contingencies attaching to the grants.

## Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2021 (continued)

### 12 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

### 13 Fixed assets: tangible assets

<b>Cost</b>	Computer equipment £	Total £
At 1 April 2020	35,479	35,479
Additions	-	-
Disposals	-	-
	35,479	35,479
At 31 March 2021	35,479	35,479
	<b>Depreciation</b>	
At 1 April 2020	33,740	33,740
Charge for the year	1,301	1,301
Disposals	-	-
	35,041	35,041
At 31 March 2021	35,041	35,041
	<b>Net book value</b>	
At 31 March 2021	438	438
	<b>At 31 March 2020</b>	
At 31 March 2020	1,739	1,739

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2021 (continued)

**14 Debtors**

	2021 £	2020 £
Fees receivable	940	10,018
Prepayments and accrued income	4,665	2,500
	<hr/>	<hr/>
	5,605	12,518
	<hr/> <hr/>	<hr/> <hr/>

**15 Cash at bank and in hand**

	2021 £	2020 £
Cash at bank and on hand	200,929	140,839
	<hr/>	<hr/>
	200,929	140,839
	<hr/> <hr/>	<hr/> <hr/>

**16 Creditors: amounts falling due within one year**

	2021 £	2020 £
Trade creditors	20,419	12,146
Other creditors and accruals	6,302	6,400
Taxation and social security costs	2,947	6,260
	<hr/>	<hr/>
	29,668	24,806
	<hr/> <hr/>	<hr/> <hr/>

## Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2021 (continued)

### 17 Analysis of movements in restricted funds

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Training Community	36,678	15,576	(10,772)	-	41,482
Training Prof	37,500	71,400	(49,816)	-	59,084
Capital Grants	1,739	-	(1,301)	-	438
<b>Total</b>	<b>75,917</b>	<b>86,976</b>	<b>(61,889)</b>	<b>-</b>	<b>101,004</b>

<b>Previous reporting period</b>	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditur e £</i>	<i>Transfers £</i>	<i>Balance at 31 March 2020 £</i>
<i>Training Community</i>	<i>33,578</i>	<i>87,720</i>	<i>(85,370)</i>	<i>750</i>	<i>36,678</i>
<i>Training Prof</i>	<i>31,499</i>	<i>63,651</i>	<i>(57,650)</i>	<i>-</i>	<i>37,500</i>
<b>Total</b>	<b>68,467</b>	<b>151,371</b>	<b>(144,671)</b>	<b>750</b>	<b>75,917</b>

<b>Name of restricted fund</b>	<b>Description, nature and purposes of the fund</b>
Training Community	This represents funds to deliver inclusion projects, mainly relating to the Dance to Health Programme including funds derived from AESOP, a Dance and Dementia Programme including funds mainly derived from Cheshire East Council, a Dance and Disability Programme 'More Reasons to Dance', including funds derived from People Dancing and a Young Peoples' Dance Development Programme 'DMPC' including funds mainly derived from Cheshire Community Foundation.
Training Prof	This represents funds to deliver training and are mainly derived from Arts Council England.
Capital Grants	This represents funds held to be released against depreciation on fixed assets, with funds mainly derived from Cheshire Dance including those transferred from unrestricted funds.

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2021 (continued)

**18 Analysis of movement in unrestricted funds**

<b>Current reporting period</b>	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	As at 31 March 2021 £
General fund	41,864	198,770	(176,843)	(17,000)	46,791
Designated fund	12,509	-	-	17,000	29,509
	<u>54,373</u>	<u>198,770</u>	<u>(176,843)</u>	<u>-</u>	<u>76,300</u>
	<u><u>54,373</u></u>	<u><u>198,770</u></u>	<u><u>(176,843)</u></u>	<u><u>-</u></u>	<u><u>76,300</u></u>
<b>Previous reporting period</b>	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	As at 31 March 2020 £
General fund	39,433	164,591	(174,660)	12,500	41,864
Designated fund	25,759	-	-	(13,250)	12,509
	<u>65,192</u>	<u>164,591</u>	<u>(174,660)</u>	<u>(750)</u>	<u>54,373</u>
	<u><u>65,192</u></u>	<u><u>164,591</u></u>	<u><u>(174,660)</u></u>	<u><u>(750)</u></u>	<u><u>54,373</u></u>

<b>Name of unrestricted fund</b>	<b>Description, nature and purposes of the fund</b>
General fund	The free reserves after allowing for all designated funds
Designated fund	Designate to cover committed core costs, including that for the progression of a feasibility study to establish a residential base for the organisation.

Cheshire Dance Workshop Limited

Notes to the accounts for the year ended 31 March 2021 (continued)

**19 Analysis of net assets between funds**

	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	438	-	-	438
Net current assets/(liabilities)	46,353	29,509	101,004	176,866
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<b>Total</b>	<b>46,791</b>	<b>29,509</b>	<b>101,004</b>	<b>177,304</b>
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<b><i>Previous Reporting Period</i></b>	<i>General fund £</i>	<i>Designated funds £</i>	<i>Restricted funds £</i>	<i>Total £</i>
<i>Tangible fixed assets</i>	<i>1,739</i>	<i>-</i>	<i>-</i>	<i>1,739</i>
<i>Net current assets/(liabilities)</i>	<i>40,125</i>	<i>12,509</i>	<i>75,917</i>	<i>128,551</i>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total</b>	<b>41,864</b>	<b>12,509</b>	<b>75,917</b>	<b>130,290</b>
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**20 Reconciliation of net movement in funds to net cash flow from operating activities**

	2021 £	2020 £
<b>Net income/(expenditure) for the year</b>	47,014	(3,369)
<b>Adjustments for:</b>		
Depreciation charge	1,301	1,651
Dividends, interest and rents from investments	(72)	(421)
Decrease/(increase) in debtors	6,913	(3,646)
Increase/(decrease) in creditors	4,862	9,575
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<b>Net cash provided by/(used in) operating</b>	<b>60,018</b>	<b>3,790</b>
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