

# DANCE WOKING LTD

England & Wales · Charity number 1042690

## Details

|                |                                                         |
|----------------|---------------------------------------------------------|
| Other names    | WOKING DANCE FESTIVAL                                   |
| Status         | Registered                                              |
| Legal form     | Charitable company                                      |
| Company number | <a href="#">02963208</a>                                |
| Registered     | 1994-12-09                                              |
| Register       | <a href="#">View on the Charity Commission register</a> |

## Contact

|         |                                                                    |
|---------|--------------------------------------------------------------------|
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## Activities

**Objects:** TO ADVANCE EDUCATION FOR THE PUBLIC BENEFIT BY THE PROMOTION OF THE ARTS PARTICULARLY BUT NOT EXCLUSIVELY THE ART OF DANCE

**Activities:** The principal activity of the company is to advance education for the public benefit by the promotion of the arts, particularly but not exclusively, the art of dance.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** The General Public/mankind

## Geography

- **Area of benefit:** NOT DEFINED - IN PRACTICE SURREY
- Surrey

## Finances

| Period end | Income   | Expenditure | Assets | Employees |
|------------|----------|-------------|--------|-----------|
| 2025-04-05 | £26,713  | £120,166    | -      | -         |
| 2024-04-05 | £147,515 | £143,819    | -      | -         |
| 2023-04-05 | £168,364 | £159,237    | -      | -         |
| 2022-04-05 | £116,882 | £134,091    | -      | -         |
| 2021-04-05 | £138,170 | £106,541    | -      | -         |

## Trustees

| Name                     | Role  | Appointed  |
|--------------------------|-------|------------|
| Alan Duthie Sutherland   | Chair | 2019-09-30 |
| Claire Michelle Bertacca |       | 2023-01-16 |
| Karen Marie Robinson     |       | 2019-09-30 |

**DANCE WOKING LTD**

England & Wales - Charity number 1042690

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# Accounts

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**REGISTERED COMPANY NUMBER: 02963208 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1042690**

**DANCE WOKING LIMITED**  
**UNAUDITED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2024**

Shaw Gibbs Limited  
Wey Court West  
Union Road  
Farnham  
Surrey  
GU9 7PT

**DANCE WOKING LIMITED**

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**for the year ended 5 April 2024**

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**DANCE WOKING LIMITED**

**REPORT OF THE TRUSTEES**  
**for the year ended 5 April 2024**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 5 April 2024. The trustees have adopted the provisions of 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) (effective 1 January 2019).

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **OBJECTIVES AND ACTIVITIES**

**OBJECTS AND ACTIVITIES FOR THE PUBLIC BENEFIT:** Dance Woking's Objects as seen in the company's Articles of Association are: To advance education for the public benefit by the promotion of the arts particularly but not exclusively the art of dance.

#### **Dance Woking is a charity, changing lives through dance**

Established in 1994, Dance Woking is an innovative dance organisation that provides accessible opportunities to watch, perform and take part in dance. We have nurtured and sustained the overall dance ecology in the town benefitting many thousands of people as performers, participants or audiences.

Our primary aim has always been to provide high quality, creative experiences that inspire artists, audiences, participants and communities. Our work is predominantly for the population of Woking and the surrounding Surrey towns and villages, achieving a regional and national impact and reputation.

Dance Woking's vision is of a thriving and connected community of diverse, creative people, whose lives, minds and bodies are enriched through dance and movement. Our mission is to enable participation, to inspire creativity, and to connect individuals of all ages in moving and memorable creative experiences.

Our regularly reviewed business plan outlines seven key aims for Dance Woking:

- **DANCE FOR ALL:** all levels of experience, ability and financial circumstances.
- **QUALITY FOR ALL:** we strive to ensure that all our work is delivered to the highest quality professional standards
- **PARTNERSHIP WORKING:** we work with organisations at local and regional levels including venues, community organisations, art galleries, museums, libraries, universities, local businesses and dance companies.
- **SUPPORT FOR ARTISTS:** a vital part of dance development locally, regionally and nationally, we foster talent and encourage artists as role models
- **CREATIVITY AS A DRIVER OF CHANGE:** as an essential factor in personal and organisational growth, creativity dictates the way we tackle all challenges.
- **RISK-TAKING AS A WAY FORWARD:** we are open to both success and failure as long as we do not hinder the development of dance. What may at first look challenging may well turn out to be a new direction.
- **DANCE AS A POSITIVE INFLUENCE:** participating in and watching dance can be inspirational, healthy, provocative and challenging.

As a well-managed, long-standing and visible creative force in the local community, with a skilled and ambitious Board of Trustees and supportive funding partners, we are committed to growing Woking's strong local identity. Our practical projects can positively improve the physical and mental wellbeing of local residents. We offer a range of exciting dance led activities serving and supporting a diverse range of networks across Woking and Surrey. We engage people across the spectrum from schoolchildren to students and recent graduates, from dance professionals; young people outside training and education, the elderly, to those with English as a second language. Families and other intervention agencies value us for our youth projects, and we enable older people to stay active and connected with their friends and communities.

Our affordable live public performances attract new audiences to dance as a much-loved, easily adaptable art form. Our pop-up and festival appearances, often working with partners in shopping centres or local parks, bring Woking's public spaces to life engaging whole communities, and showcasing skills in extraordinary ways. Dance Woking's ambitious and creative projects reinforce the town's appeal as a great place to live, work and enjoy life. This continues to be an important aspect of a post-Covid world as remote/hybrid working and isolation continues in some communities.

We're committed to using our unique skills and deep-rooted understanding of the communities needs to break down barriers to arts participation and enjoyment whether they are geographical, financial, physical or cultural.

Beyond traditional performance, Dance Woking has the potential to reach out more than ever into lifelong learning, health and sport - and through this, boost collective civic pride - whilst sourcing new funding streams and building new partnerships.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **OBJECTIVES AND ACTIVITIES**

##### **OBJECTS AND ACTIVITIES FOR THE PUBLIC BENEFIT continued**

Dance Woking is an established conduit for professional dance artists and the local community. We believe in the power of dance to transform and change individuals and society for the better. Our approach is inclusive, personal and specific: we proudly provide dance access on the broadest basis and in doing so, support physical and mental well-being, confidence and self-esteem.

Dance needs both dancers and audiences to embrace new challenges to move forward unlocking emotions, building connections, and breaking down barriers.

Our events and campaigns bring unexpected and lasting benefits through dance to real communities at grass roots level where they have real and sustainable impact leading to and promoting new lifestyle choices. We offer extensive employment opportunities to hundreds of freelance dance artists and teachers, many of who take their experience onto other parts of the region and often run their own small businesses. For relatively modest financial investments from our funders, we received feedback of the wider valuable contribution our work makes to both the local economy and cultural ecology. The national cultural impact we have through our highly regarded reputation attracts people to want to live and work in Woking, for example feeding into the TV/film industry.

We are determined to make dance accessible and believe it is our duty to play a part in reducing social inequality by bringing people together. Following successful decades as an organisation-promoting dance in the Borough, with Woking Borough Council (WBC) as a key partner, 2023/24 saw a key change in the way WBC managed their relationship with Dance Woking. Due to the Borough's financial woes Dance Woking was directed to take a reduced targeted approach to activities, following a cut in the grant offered and initially for 6 months worth of activity only.

The following principles were agreed:

- Funding must be directed at those hard to reach and targeting one of the council core groups
- Funding must not replace other statutory or funding body requirements such as education
- Funding must be focused towards those in Woking and in the main those areas of Woking recognised as most in need
- The over arching focus to support place making, the local economy, health & wellbeing.

Putting a programme together takes time to plan and organise, due to funding insecurity activity turnaround has been managed in a shorter timescale, but any community engagement really needs at least of 3 months to organise and ideally 6 months for meaningful engagement. 2023/24 saw Dance Woking work with Stanwell Events, in Spelthorne and Lakeview Community Action group in Horsell, focusing on hyper local activity.

The programmes of work we deliver intertwine with each other giving a broader range of opportunities for participants, residents and communities. Whilst we continue to be nimble and agile to adapt to the changing environment and funding this has put added pressure on funding the core staff team, of 1 full-time (FT) and 2 part-time (PT) unsustainable. One PT post was lost in 23/24 when a staff member left the role was not replaced. Dance Woking has benefitted from prudent and careful financial management and used reserves to support the programme of work. This model has been working for a number of years, but the reserves are now at a level to support cash flow and not shortfalls in funding projects.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **ACHIEVEMENT AND PERFORMANCE**

##### **Charitable Activities 2023/24**

In numbers:

4537 individuals took part in a Dance Woking workshop, leading to 8555 unique engagements.

93 groups including after school clubs and community-based dance schools took part in one of our platforms.

55 Freelance Creatives/Pro dancers helped deliver our programme of activities;

379 employment days for dance artists, dance companies and technicians.

All of which supported the local economy

##### **Inspire Programme**

The support of our community is crucial in helping us realise our ambitions and in turn, we hope by building our family of supporters we will be able to build on our programme and offer more exciting and varied activities and events for the community. Our programme of activities is designed to reach different members of our community and has four strands:

##### **1. Inspired Communities**

##### **2. Inspired Learning**

##### **3. Inspired Performances**

##### **4. Inspired Talent Growth**

##### **1. Inspired Communities**

Dance Woking seeks to engage with the diverse and unique communities that make up Woking & Surrey in innovative and creative ways, we do this by working with community leaders to create a series of engagement activities. Following the pandemic and with audiences and communities cautiously opening up, Dance Woking had to re-imagine this engagement.

Dance Woking has continued to build relationships with local communities and the summer of 2023 saw this continue & expand:

- Sunday 4 June – Stanwell Events – **Multicultural Day, in partnership with Stanwell Events**
- Saturday 1 July – Woking Town Centre – **Jubilee Square, Dance Woking Encounters**
- Tuesday 18 & Wednesday 19 July – **Dance Woking's Social Travelling Tea Dance**, visiting 4 venues
- Saturday 12 August – **Lakeview Community Fun Day**, in partnership with Lakeview Community Action Group, Horsell, Woking
- **Dancing Woking on the Road Residency** in August in Kingsmoor Park, Community event on 24 August

Dance Woking spent the summer months working with different communities, bringing them together in a shared experience. We provided opportunities for the audiences to watch and take part, working with a range of partners to deliver hyper local events.

**4 June 2023 – Stanwell Events – Multicultural Day:** Dance Woking has continued to work with Stanwell Events following a successful partnership celebrating the Queen's Platinum Jubilee in June 2022. Dance Woking produced the programme featuring **Folk Dance Remixed Ceilidh Jam**, **Sonia Sabre's Miniature Mughals** and led **Dance Woking's Maypole Dancing** participation activity. Alongside this Dance Woking led weekly outreach activity in advance of the day with Stanwell Youth group who then performed on the day. DW continued developing links deepening engagement within the Stanwell community by partnering Spelthorne Borough Council to lead the Surrey Youth Games Dance Group (SYG) who then performed in Guildford at the Surrey Youth games alongside Woking Borough Council's group, also led by Dance Woking. In July Dance Woking led a Maypole dancing workshop at Town Farm Primary School, Stanwell at their summer fair a link made through the multicultural day.

**1 July 2023 – Dance Woking's Encounters:** Dance Woking produced a free one-day family festival celebrating dance and the positive & empowering impact it can have. A large well-engaged audience enjoyed the different elements of the day in Jubilee Square, Woking Town Centre. Not deterred by the showery start, 80 dancers performed in the two platforms, the dancers hailed from nine dance groups. Alexandra Dance School opened the first community dance platform with a highly polished piece called '*A test of time*'.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **ACHIEVEMENT AND PERFORMANCE**

##### **Charitable Activities 2023/24**

##### **Inspired Communities continued**

**1 July 2023 – Dance Woking’s Encounters continued:** Following them were three Dance Woking Hunky Dory dancer school groups from: Westfield Primary School with a street dance style inspired energetic, fun piece. SYG dance, (who trained out of Eastwood Leisure Centre, in Sheerwater and represented Woking Borough at the Surrey Youth Games, hence the name SYG). Their piece was sports inspired and performed with great confidence. The Park School closed this session, having used their weekly dance club, to help the group get fit, improve teamwork, have fun and most importantly get the opportunity to perform. Dance Woking’s hugely popular Maypole workshop followed, with 24 enthusiastic audience members taking part, led by outreach team member Nicky Norton. Michaela Cisarikove Dance Company (MCDC) closed the morning session with their family-friendly outdoor piece ‘*Fish Out of Water*’ which used hip-hop, interactive sculptures & responsive music to explore themes of belonging, otherness, displacement & migrancy. An engaging piece where the audience followed the dancers in a strange new place and helped them overcome bizarre, colourful obstacles, with lots of audience participation.

The afternoon activities included a community platform led by Beeja Dance Adults, from Croydon, with an energetic Bollywood piece using music from Pinga and Dholida, followed by local dance company First Dance Studios performing an entertaining jazz number ‘*Take me or Leave me*’. Beeja Dance Juniors followed with a fun Bollywood piece using music from a popular Bollywood movie. Cremona School of Dance performed a modern jazz piece ‘*Proud Mary*’. With bright sunshine now on the square Beeja Dance Adults took to the stage again delighting the audience with another Bollywood piece followed by Alexandra Dance School’s ‘*I Will Survive*’ closing the community dance platforms. More Maypole Dancing followed and a second performance by MCDC.

Sam McCaffrey CEO/Artistic Director, Dance Woking said, *“I was really heartened to see such large numbers support the day, as the clouds and weather forecast weren’t the best for an outdoor festival like this. We were mopping down the stage at the start of the day and looking for shade in the afternoon due to the sunshine. We estimated that there were over 1000 people either watching, performing or taking part in the dance led activities today. Dancing is such fun and today showed that no matter how old or young you are it really is for everyone.”*

**Feedback from School Teachers: Dance Surrey Youth (Secondary level Dance Club):** Teacher, The Park School *“Thank you so much for the fantastic opportunity you gave our students on Saturday. They obviously loved it & we were so proud of them, their families all came out in force, as well as a few Park School faces, which was amazing to see...”*

**Hunky Dory Dancer (Primary level Dance Club):** Teacher, Westfield Primary School *“Thanks so much for your hard work in continuing the relationship between Westfield and Dance Woking, it was clear to see on Saturday the brilliant impact you and the rest of the team are having on the community and the confidence of children who take part in your events and clubs”.*

**12 August 2023 - Lakeview Community Fun -** Dance Woking partnered with Lakeview Community Action Group’s (LCAG) Community Fun Day to bring both professional dance theatre, and community participation to the event. In the week leading up to the event Dance Woking engaged with children aged 8 to 11 at a dance focused holiday club funded by Active Surrey’s Club4 programme. Hosted at Horsell Village Hall it enabled children to learn how to dance the Maypole and take part on 12 August with their families.

Dance Woking curated the programme, which featured dance and live music (musicians hailing from St Andrew’s music club) to produce a balanced and lively performance programme that included opportunities to watch, perform and participate. Following their success earlier in the summer MCDC Dance, were back with ‘*Fish Out of Water*’. Alongside the professional performance Dance Woking delivered intergenerational Maypole Dancing workshops and a community dance element that featured Amala Belly Dance, a modern fusion style Bellydance Troupe and Bellytricks Belly Dance. Dance Woking partnered with The Linus Project through our partnership with Women’s Liaise Centre Woking, who kindly donated two handmade blankets to the raffle to support the fundraising efforts on the day <https://www.dancewoking.com/newslisting/fantastic-fun-at-lakeview/>

##### **Kingsmoor Park Residency**

Dance Woking led a dance focused 3-week residency on Kingsmoor Park Estate in August, targeting young residents living in the estate, funding support from Metropolitan Thames Valley Housing (MTVH), building on activity in 2022. The aim to engage young people in organised activity, to reduce anti-social behaviour.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **ACHIEVEMENT AND PERFORMANCE**

##### **Charitable Activities 2023/24**

##### **Inspired Communities (continued)**

Whilst the sessions were promoted to residents only, anyone in the area could join in. **17 young people signed up from the estate; eight others joined in; 4 Freelancers were employed to support the activity**

##### **Kingsmoor Park weekly Dance Club**

Following the August residency, Dance Woking partnered with MTVH to pilot a weekly Dance Club at Moorcroft CC, which is situated next to Kingsmoor Park Estate. A local resident provided volunteer support. 9 young people aged 8 to 12plus group took part regularly.

##### **Dance Woking's Travelling Social Tea Dances: July & December 2023 & March 2024**

This work focused on the older members of the community, aged 65plus, to support their well being through connectivity. Having a focus and event to look forward to, encouraging those who are less mobile to be encouraged to participate safely through offering both standing and seated dance. This work designed to support 5 ways to wellbeing:

- By connecting with others
- Being active
- Take notice through the themes and dance styles
- Learning through new dance steps and styles
- Give – through shared memories support

This work targeted those disadvantaged by services they would previously have enjoyed, disrupted by Covid-19, as well as other factors such as poor physical health and mobility limitations; Fear of their area after dark; Lack of social support; Psychological health problems – through loneliness; Lack of financial resources.

**July 2023 - Dance Woking's Travelling Social Tea Dance:** The Travelling Tea Dances are becoming well known with a high repeat booking rate. Both staff and residents remember and welcome the team back and look forward to the next tour. Seasonal tours work well as they fit in with the other activities the Care Home co-ordinators are timetabling and are used to mark occasions and special events. Many of the staff at the residential centres commented on how the seasonal element of the tours helps to encourage residents to notice the weather, the changes outside, to delve into memories and talk about the themes as well as the dance and music. We added some new props for the summer tour, including claves, a successful addition to the Morris dance number and alongside tennis inspired dance to link in with the recent Wimbledon tennis tournament. **89 participants in 3 care homes and a community centre took part.**

##### **Feedback from Staff member, St Mary's Community Centre**

*"These events are vital. They are all enjoying it. Even the ones who are not giving too much away, we can see that they are enjoying it. This will have been a highlight for them. You can see them all getting the bus and their spirits are lifted. This work is amazing. We definitely would like the event again at Christmas"*

Staff turnover continues to be the main factor a venue does not rebook. Christmas is a particularly popular time of year when venues want events that encourage participation and connectivity. **The December 2023** tour included two new venues. The programme included a variety of dance styles, props and costumes from gold sparkly candy canes for a 'Candy Cane Lane' Charleston, striking red tango skirts and a ballet solo from The Nutcracker – the Sugar Plum Fairy. Sleigh bells, rhythm bands, parachutes and scarves added to the props. Well known Christmas Songs were included as part of the set to encourage singing as well as movement. **192 participants in 8 care homes took part.**

**Brockhill Residents feedback** *"Thank you for coming, it has lifted my spirits. I feel ready for Christmas now, and I've had many! This was really good entertainment. I would like to have this more often. I nearly didn't come today as I wasn't feeling great but I am glad I did now"*

**Kingsleigh Care Home staff feedback** *"the lady over there never joins in with the activities and entertainment we offer. She refuses to leave her room. Look at her now! That's brilliant"* 99year old female resident, fully engaged and joined in fully from her wheelchair.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **ACHIEVEMENT AND PERFORMANCE**

##### **Charitable Activities 2023/24**

##### **Inspired Communities (continued)**

##### **Dance Woking's Travelling Social Tea Dance continued:**

##### **Bernard Sunley Care Home staff feedback**

*"You could really see the gentlemen's faces lighting up with joy when they were watching the performance. We have a few entertainers come in, and yes, they do enjoy listening to the music etc. but with this event, there was a whole new level of interaction. These people are neighbours/family – they all have to live together – and to see them chatting and laughing together was just wonderful. There was a happy energy in the room. I have not experienced this before. We really think it was very, very, good. Please could we book this again".*

**March 2024** Easter theme enjoyed by **76 participants from 3 care home settings and a community centre**

##### **Kingsleigh Care Home staff feedback**

*"This is my mother's first week at Kingsleigh and I can see how happy she is joining in with events like this. It's wonderful. The dancers really engage with all the residents"*

##### **St Mary's Community Centre participant**

*"This was really good fun. It gave me a reason to pop out (the house) today"*

**West Hall Care Home Staff member feedback:** *"It was very enjoyable, they had a good time and even the people who didn't join in at the beginning, were smiling and joining in at the end".*

#### **2. Inspired Learning**

Dance Woking seeks to increase audiences through an exceptional, engaging, creative and learning participation programme where young people and adults get access to outstanding professional dancers and dance companies. Participation can be through a series of workshops culminating in sharing's / platforms/ or personal development; where participants learn new skills and ways of moving and doing, choreography and teamwork. The projects may be linked to platforms and celebrations events taking place in a variety of different settings including indoor and outdoors.

##### **Hunky Dory Dancer & Dance Surrey Youth Programme**

The Hunky-Dory Dancer programme focuses on health and well-being, dancing for fitness, health, wellbeing and enjoyment at primary level and Dance Surrey Youth at Secondary level. The programme has both a performance and non-performance approach and is designed to be accessible and inclusive, tailored to explore, inspire and boost confidence and self-esteem. We have developed a number of simple trackers as part of the club that helps evidence the impact of those attending regular dance sessions on their health, fitness and well-being. This afterschool outreach programme is funded through various models including a grant from Sports England, 'Sported' managed by Active Surrey. Dance Woking worked with 174 individuals, 1286 unique engagements, on a weekly basis in 12 schools at both Primary and Secondary Schools in the Summer Term. Seven groups took part in the May Platform week held at Rhoda McGaw Theatre, providing an inspiring and enriching experience the platform introduced families and children to the ATG theatre complex.

**Wednesday 24 May 2023, Dance Woking's Surrey School's SLAM**, an urban street style dance platform, groups from 10 different schools across Woking and Surrey featuring 118 dancers performed to the theme 'Royal Remix'. The dancers ranged in age from Primary, Secondary to Sixth Form College. The platform showcased an eclectic mix of dance experiences and standards from Monarch Studios Great British Squad, who opened the platform, to students from New Monument and Broadmere Primary Academy's taking the stage for the first time. Other schools taking part were Beaufort Primary School, Woking High School; Horsell CofE Junior School, Claygate Primary School, Esher High School, Priorsfield School and Woking College.

Dance Woking's CEO/Artistic Director Sam McCaffrey said, *"I was knocked out by Monarch Studios dance group who opened the platform with their piece 'Warriors'. With jaw dropping stunts, and a highly choreographed routine, seeing a dance squad performing at international level was truly inspiring. The audience was made up of family and friends and dancers taking part in the second half of the platform and I was initially concerned that students performing for the first time might be put off by such a slick routine. I didn't need to worry. This set the standard for the platform and the rest of the dance groups raised their game. I was so impressed by the energy and enthusiasm of the dancers performing*

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **ACHIEVEMENT AND PERFORMANCES**

##### **Charitable Activities 2023/24**

##### **Inspired Learning (continued)**

CEO quote continued:

*in front of an audience can be extremely daunting and whilst there were a few pre-show nerves, all of the dancers really excelled on stage. The platform was a great opportunity for students to build confidence and self-esteem as well as develop great teamwork skills. With a very tight turnaround on the day to get the show ready, literally dress/technical run/performance, it was such a privilege to see groups take over the stage."*

**Dance Woking's Young Dancemakers Platform – 30 November:** Ten local schools from across Woking and Surrey took part, the stimulus *Recycle, Renew & Reuse* which focused on the environment and sustainability to create imaginative and dynamic dance pieces that linked with issues affecting the world around us. 111 students took part from nine schools: Horsell Village School, New Monument Primary Academy, Westfield Primary School, Beaufort Primary School, Frogmore College alongside guest groups from Woking College, Guildford College, Kings International College and Ibstock Place School. Highlights included Horsell Village School with *'My Heart was a Tree'*, the group used Michael Morpurgo's Poem *Driftwood* as their stimulus looking at the life cycle and uses of a tree. New Monument Primary Academy performed a piece *'Where do the toys go'* as they explored the unloved, broken and old toys. Beaufort Primary School's piece *'Weather Storm'* explored extreme weather caused by climate change. Guildford College explored the theme of recycling passing hand-me-downs between siblings

Westfield Primary School explored recycling, this time taking steps from the 1950's and 1920's called *'Recycling the ages'*, supported by Woking College's Dance Leaders throughout the process. Woking College closed the show with their piece *'Reflecting thinking'*; Year 13 dancers used work with Rhythmic Collision to create *'Man in the Mirror'* which included signing within the piece.

Funding support to enable Dance Woking to deliver this work: Shanly Foundation, Community Foundation for Surrey, Arts Council England; and Active Surrey

Dance Woking produced **Surrey Schools SLAM - 26 March 2024:** Five school groups were joined by three community dance groups, creating an eclectic and dynamic showcase of dance to the delight of a sold-out Rhoda McGaw Theatre. 93 students took part from Westfield Primary School, Beaufort Primary School, The Park School and Trumps Green Infants School alongside guest groups Vital Signz, Dance Woking's Eastwood Dance Club, and Woking Stage Coach.

Guest artist, Yolanda Newsome, opened the show demonstrating typical Boy Blue signature dance moves. This solo was quickly followed by a fun and upbeat dance piece from Trumps Green Infant School taking to the stage for the first time. Stage Coach Woking took the audience on a delightful musical journey with a mix of classic tunes from the 70's through to the naughty's. An interesting piece called *Connections* exploring the way we connect to each other, our bodies, and the world, performed by The Park School followed. Dance Woking's Eastwood Club performed a mash-up made up of short solos and movement made-up by the four talented dancers. Beaufort Primary School KS1 and KS2 breakfast club groups took to the stage with lively dance movement to a pop mix titled *"I Just Got Paid"* and *'Roar'* inspired by The Lion King Musical. Westfield Primary School used boxing movements as their stimulus with each movement symbolising strength and determination. Closing the platform was Vital Signz's New Wave group, their youngest team, performing at Rhoda McGaw Theatre for the first time with a lively fun piece called *Let's Dance* that had the audience clapping to the beat.

Feedback: The Park School teacher said of the experience

*"Absolutely amazing! All the projects with Dance Woking have always been great"*

##### **Inspired Learning in Community settings**

**Sheerwater Youth group:** Dance Woking led a Surrey Youth Games group in Sheerwater, at Eastwood Leisure Centre, called Surrey Youth Games Dance Group (SYG). Students had no or little dance experience and were not attending an afterschool dance club. The SYG group represented Woking Borough at the Surrey Youth Games on 17 June in Guildford. Dance Woking partnered with Freedom Leisure, and WBC Sports Officer Jack Gallop and secured funding from Sport England Fund 'Sported'. 15 participants came from 9 different schools across Woking to take part, of these 10 took part on 17 June in Guildford at the **Surrey Youth Games**, and 8 attended, **Encounters in Woking Town Centre**.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **ACHIEVEMENT AND PERFORMANCES**

##### **Charitable Activities 2023/24**

##### **Inspired Learning (continued)**

**Sheerwater Youth group** feedback from the group about their experience taking part in the Surrey Youth Games for Woking Borough and the dance sessions:

- *Was good we had our own input into the Dance*
- *Performing was joyous with great judges*
- *Made new friends*
- *Loved being at the club, a fun way to spend time afterschool*
- *Enjoyed the experience*
- *Got to watch others Dance Woking I liked the build up to the dance event*
- *Was quite anxious before and was then a little bit proud of myself afterwards*

##### **School Enrichment- Dance Woking Dazzle Days**

**Dance Woking's Dazzle Days** are full school immersive days, designed as end of term enrichment days involving multiple groups or classes, all participating in short workshops based on one of the themes provided. Suitable for both Primary and Secondary Schools, the days help promote teamwork, resilience and new experiences. The themes delivered this year were linked to our other programmes of work, '*Carnival*', '*Kings Coronation*', and '*Plastics & Pollution*'.

**Dance Woking produced & delivered 10 Dazzle Days six Woking based schools in July, engaging 1,830 students**

**Plastics/Pollution:** An interactive workshop using a large stretchy rhythm band and attachable/removable plastics. Ocean themed with addition resources to highlight the length of time plastics take to break down and how we can move away from single use plastics and protect our oceans, linking to Autumn programme

**Carnival:** An opportunity to learn all about the vibrant celebrations of Carnival Dance through dance, music and movement. Lively, fun and accessible workshops for all ages, including colourful props and shakers; culminating in a carnival procession

**King's Coronation:** An opportunity to delve into the traditions of English Folk Dance and Morris Dance, in celebration of English cultures as we move into a new era of King Charles.

*"Our Dazzle Day was great – the children thoroughly enjoyed it and we will definitely look to book another one next year".* Teacher, Maybury Primary School (this led to a regular club starting as a follow on in the Autumn Term)

##### **Brookwood Primary Dazzle Day (Plastics/pollution)**

Children engaged across each session some of their feedback:

*'I enjoyed your talk at the beginning'*

*'The elastic release is lots of fun'*

*'I loved dancing with others'* (student wheelchair user)

##### **Active Surrey Club4 Holiday Programme**

Dance Woking has continued to take-part in this programme of work and skilled up our team to be able to deliver this activity. Target children are aged 8-11 years, programme managed and funded by Active Surrey. This has enabled us to broaden our reach to children who would otherwise not get access to high quality dance during the school holidays. Club4 works towards the following outcomes:

- Creating a stronger connectivity with target families
- Increased community led provision
- Better connecting the hard to reach into the system
- Building capacity into the SEND and youth systems
- Promote participation in healthy, active lifestyles

Our aim to build memorable experiences that form a positive legacy with dance and health that lasts beyond the holiday club. To create a relaxed, fun and safe environment, where new friendships were encouraged and participants get to thrive and shine and grow both their self-esteem and confidence. The children made healthy snacks as part of encouraging healthy eating.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **ACHIEVEMENT AND PERFORMANCES**

##### **Charitable Activities 2023/24**

##### **Inspired Learning (continued)**

##### **The Hunky-Dory Easter Holiday Club continued**

**The Hunky-Dory Easter Holiday Club** was themed to celebrate spring and included decorating individual plant pots, creating a small herb garden, learning about herbs and their uses in baking as well as dance and games centred on the seasons. Venues: Lakeview CC & Horsell Village Hall; 31 children aged 8- to 11-year-olds attended<sup>[1]</sup>. We partnered with Katie Dale-Everett, KDE Dance, (who received funding from Arts Council England's project fund to pilot her new interactive performance 'Playscape: How to Build a Galaxy!'). We themed the clubs to explore outer space in a creative and imaginative way that was both exciting and inspiring to the participants, creating rockets and exploring gravity using balloons and movement. KDE Dance lead a workshop that combined dance, motion capture technology and visuals to open up new possibilities for physical, social and digital connection between people. Interacting with projected graphics whilst wearing motion capture suits beneath a sky, participants will work together to build a shared universe. This was followed by a performance attended by participant's families.

Feedback from participants when asked: 'How did this activity make you feel?':

'happy'; 'crazy'; 'dizzy'; 'good intense'; better than PE, 'very, very, very, very, very good'; 'exhausted'; 'excited' 'it's one of many dreams to do this' [to go on the moon] 'I went on the moon!' 'This feels cool' [wearing the suit]

*'My 2 children have had the loveliest 2 days at Dance Woking Hunky Dory Easter Holiday Club. They've come out of the club both days so happy, full of excitement and stories about the amazing activities they've taken part in. They have learnt healthy facts and have come away with new snacks they now like and a positive attitude to drinking plenty of water and eating well. More importantly they felt safe, secure and the club was very personal with small numbers. They've made friends and fitted in right away. They've made some lovely arts and crafts, learnt dance routines and had some lovely chats and experiences. They've never fed back so much about their days spent away from us and we are so appreciative and grateful they've had such an impactful me at the club. We will definitely sign them up again in the future. Thank you!'* Woking Parent April Club4

**Hunky Dory Summer Holiday Club** delivered a 4-week Club4 programme at 3 venues in July and August: The Maybury Centre, Lakeview Community Centre & Horsell Village Hall.

**240 children, aged 8 to 11 years were engaged in this activity over 12 days**

**Case Study: Child A**, is age 8 and autistic, she sometimes gets overwhelmed & struggles to control her emotions; she loves dancing and wanted to learn some new moves to show her school dance teacher. On the first day said 'I'm having so much fun, I want to come back next year' after only a few hours. If Child A were at home, she would be tidying up or on her iPad. The feedback has highlighted that Child A can cope in a challenging environment, in that she didn't know anyone or what to expect, she made new friends and grew in confidence. Child A really loved learning a dance routine that was completely new to her, she felt really good about the whole club, *"because of dancing, it's really fun!"*

**Hunky Dory Christmas Holiday Club:** December - The Maybury & Lakeview CC. The activity centred on dance, themed after the works of Roald Dahl. The professional theatre company, Get Lost & Found, presented an interactive show, 'Roald Dahl and the Imagination Seekers' on Tuesday 19 December as part of additional enrichment activity supported by funding from Arts Council England.

**35 children aged 8 to 11 years, attended.**

**Case Study: Child D**, booked for two-days, we were advised in advance that she had recently being told her father has a terminal illness; it is suspected but undiagnosed that she has learning difficulties: dyslexia, dyspraxia, autism. We had a plan in place to support her with an additional staff member assigned to help her integrate. She was initially hesitant; she clung to the adult staff member supporting her during the dance activities on the first day. Apart from this behaviour she managed the day very well. By the middle of the second day there was a significant change in her outward confidence. During her short time on the program she blossomed, forming strong friendships with other participants, actively engaging in the creative dance session, and requesting to sit with her new friends at the lunch break. Child D thoroughly enjoyed the interactive professional theatre performance, speaking highly of it afterward. Alongside the other activity it helped bring a positive transformation in terms of her self- esteem and confidence during her time at the club. Additionally, she found solace in the end- of-day meditation, further contributing to her overall positive experience and giving her an additional tool to help manage her anxiety. Asked what her favourite part was of the club & she said 'everything'

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **ACHIEVEMENT AND PERFORMANCES**

##### **Charitable Activities 2023/24**

#### **3. Inspired Performances**

Dance Woking seeks out exciting and innovative companies to present work at various locations and events in Woking & Surrey to engage with the diverse local communities that make up Woking & Surrey through a programme that enables them to watch, perform and take part in activity.

**May 2023 Platforms Dance Woking** hired the Rhoda McGaw Theatre for a week in May instead of March due to lack of availability then, which presented logistical challenges, end of term works better for schools. London Dance Studio (LDS) shared the week, which added greatly to the offer, bringing their third-year students to perform. We hosted a Surrey Dance Network event supported by LDS, which helped raise the profile of Dance Woking and the network, London Dance Studio & Rhoda McGaw Theatre to the wider Surrey Dance community.

**Tuesday 23 May – IMAGES Ballet Company** showcased their brightest stars of tomorrow and highlighted the dynamic range and versatility of ballet today. Olivier Award winning Director and Choreographer Will Tuckett joined former Royal Ballet Soloist Jennifer Jackson, Constant Vigier; former Scottish Ballet and Jenna Lee; former soloist for the English National Ballet to create a diverse programme of four newly commissioned dance works.

Directed by former Royal Ballet dancer Larissa Bamber and presented by London Studio Centre, one of the UK's foremost conservatoires for the performing arts, IMAGES Ballet Company's performance entertained and surprised ballet lovers and newcomers alike.

Notable quotes:

*"London Studio Centre is delighted to be able to fund tickets to the opening night of our tour for school, college and youth and community groups as part of our drive to increase access, participation and engage with local communities."*  
London Studio Centre Tour Manager

*"The students found it really lovely to watch - the programme was very varied. This opportunity really helps the students, as it enables them to access high quality dance that they wouldn't otherwise be able to do due to financial barriers."* Head of Dance, Woking College

**Moving Beats Dance Platform produced by Dance Woking** focused on Boys Dance. Groups travelled across the South East to perform. Nine different groups featuring 68 dancers took part. Southampton based FuzzyLogic Dance, attended with choreographer Zoie Golding, MBE. Brighton based Smikle Dance Studio Boys Company joined them. Leading vocational college, Artemis College, based in Bracknell, brought 26 dancers led by Woking based choreographer, Carla Crowley (Streetvibes Dance). The college brought two very different pieces; the first group 'Artemis Legion' used Hip- Hop dance style, and the second group a musical dance piece, 'Backstage Romance' from Moulin Rouge. Both celebrated boys in dance with lively energetic performances. Soloist, Adi Detemo, an Ethiopian refugee, showcased his skills using a traditional Ethiopian dance style incorporating it with Hip-Hop. Jakob Ujczak, from Kingston University, on a work placement with Dance Woking, created a very moving duet called 'The Choice' with a fellow dance student. Vital Signz Dance also hailing from Kingston-Upon-Thames took part with two male duets, 'Everybody Dance' & 'Stronger than ever'. Tom Brown, a student from The Brit School, on a school placement with Dance Woking, showed his multiple talents by jointly compering the night with Jakob; reading a very moving piece he wrote about the stigma he experienced as a male dancer; and sang a very powerful version of 'Proud of Your Boy'. <https://www.dancewoking.com/newslisting/boys-take-to-the-stage/>

Notable quotes:

Dance Woking Trustee Lisa Samos said *"Moving Beats was an incredibly enjoyable and enlightening evening of dance, presenting sophisticated choreography with inspiring content and young male performers' dedication to their craft. Each voice on the stage was bursting with enthusiasm that connected with the audience. Exhibiting movement from a brave and personal speech about the stigma of boys' dancing, to a solo Abyssinian hip hop piece, and a wonderfully creative moving forest; Sam (CEO/Artistic Director) brought together an excellent diverse talent pool. In my opinion Moving Beats deserves to grow as an important annual event to highlight the thought-provoking progress and celebration of boys in dance"*.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **ACHIEVEMENT AND PERFORMANCES**

##### **Charitable Activities 2023/24**

#### **3. Inspired Performances continued**

##### **Moving Beats Dance Platform continued**

Notable quotes: "It was just wonderful watching such a wide range of performances. It was of course amazing to see Adi perform and great to mix things up a bit. He gave his guest tickets to two of our YMCA residents both from Ethiopia and they were truly inspired, not just to see all of the male dominated performance but to see someone that they can relate to dancing to music from their home country". Jessica, Refugee Support worker

*".....I just wanted to express my gratitude to you and the Dance Woking team for all of the support and encouragement you gave Tom during his time with you. He absolutely loved it! Giving him the opportunity to perform was also wonderful as it has really boosted his confidence. His first performance outside (Brit School) for over three years. It was a huge step for him, thank you so much."* Parent, child on work experience

Dance Woking ended a great week of dance with the highly popular and sold-out Dance Woking produced platform '**Woking SLAM**' at Rhoda McGaw Theatre on Saturday 27 May. An urban style dance platform for Dance Schools based in Woking & Surrey who use an Urban/Street style dance form. The dance schools took advantage of this highly valued platform, with three of the dance schools bringing their age-based performance groups to perform. The dancers performing were highly experienced with some of the groups representing Great Britain in international competition. Thirteen groups from seven different dance schools, with over 210 dancers took part; Dance Schools featured were Vital Signz Dance, Holly's School of Dance & Hip Hop, Alexandra School of Dance, BKD Performers, Tuffney Performing Arts Academy, Street Vibes Dance School and First Dance Studios. <https://www.dancewoking.com/newslisting/dance-wokings-woking-slam-is-back/>

Alan Sutherland, Chair of Dance Woking, compering the platform said, *"I am truly blown away by the standard and focus of the dancers and the way they work together to ensure that they make the most of the space on stage, but are also aware of their team mates' positions to allow difficult jumps, tricks and moves. They make it look easy and effortless. A joy to compere and watch. It was inspirational and motivational, dance has so many benefits in all its forms, I look forward to continuing to get more people dancing."*

Dance Woking's CEO/Artistic Director Sam McCaffrey said, *"this was an amazing end to a great week of dance. On Tuesday we partnered with London Studio Centre to bring Images Ballet Company to Rhoda, enabling local communities to see great dance. A schools platform followed with students performing that were new to the theatre. Thursday saw us celebrate and encourage boys in dance, whilst today we celebrated dancers performing at very high levels, some at an international level. With over 400 dancers taking to the stage this week, I am truly heartened by the breadth and depth of dance we have locally and more widely in Surrey and the South East. Woking is a hub for dance and we as an organisation want to celebrate and share the joy of dance. Tonight, we saw Carla Crowley, Street Vibes Dance School, move to a new chapter in her dance delivery. We look forward to continuing to showcase her amazing dancers"*

**13 July 2023 - Matthew Bourne's New Adventures 'Doorstep Duets 2023'** aim to bring joy, escapism, and connection to those most at risk of loneliness and remove barriers to accessing great art, by offering free opportunities where people can enjoy performances in their local neighbourhood. This year, the company created a brand-new short piece 'Back to Us' by New Adventures Dance Artist Glenn Graham, that explored the importance of friendship and the need for connection. Dance Woking toured the show to **5 communities, reaching 600 people.**

Deputy Head teacher Sythwood Primary School Mrs Rashbrook, *"I love this, feeling emotional, excited seeing children smiling, very grateful, very inspired, dancing this weekend and enjoying the show, very lucky, big thank you"*

**31 October/1 November 2023: Dance Woking brought Akademi Dance: 'Plastic Drastic Fantastic'** to Buzz Studio in Woking. Dance Woking was keen to see how dance can be used to explore STEM subjects and introduce new audiences to the theatre and see different dance styles. This show explored humanity's complex relationship with plastics – the fantastic possibilities they offer, as well as the drastic consequences to the environment. Drawing from the Indian classical dance form Bharatanatyam and South Asian dance techniques, the artists investigated plastics and the dangers of their misuse through intricate movement, gestures and play, infused with interaction with the audience.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **ACHIEVEMENT AND PERFORMANCES**

##### **Charitable Activities 2023/24**

##### **3. Inspired Performances continued**

##### **Akademi Dance: 'Plastic Drastic Fantastic' continued**

Dance Woking scheduled a programme with the company that included a school's workshop attended by **30 primary school students**, a professional CPD workshop attended by **5 Creative Freelance Dancers**, a Q&A with Artistic Director Suba Subramaniam, 2 performances of '*Plastic Drastic Fantastic*'

Student feedback "*I need to reuse plastic more*" Outreach CPD feedback: "*Was great to do a different style*", "*They had good strategies to get them (students) to join in*"

##### **November/December 2023 Platforms overview:**

Dance Woking hosted its annual series of platforms, where **294 dancers took to Rhoda McGaw Theatre stage from 32 different dance and school groups**. The platform series included Young Dance Makers for schools & colleges; Step UP a new platform presenting a highly eclectic mix of dance styles and Innovate, a contemporary led dance platform. This series was hosted by Dance Woking, supported by funding from Arts Council England; to enable local dancers platform opportunities to showcase their work.

##### **30 November 2023 - Step UP Dance Platform**

A new platform, which brought different dance genres together, gave DW an opportunity to try to increase income revenue through ticket sales by adding an additional platform to the week. The performance pieces were both joyous and diverse with some great tunes from well-known musicals, to classical, pop to original live music. We were delighted to be able to showcase a new piece by Jane Chan who has been developing her own creative practice supported by Amina Khayyam Dance, accompanied by live music from international tabla player Debasish Mukherjee. In contrast, Diana Towe, a local dancer who was a previous member of Dance Woking Youth Group Evolve, recently gained the outstanding accolade, 2023 World Tap Solo Champion, performed her winning solo to the delight of an engaged audience. **61 dancers took to the stage from 10 different dance groups** including Leanne Edwards School of Dance (LESTA), Cremona School of Dance, Kidz Got Talent and Chinese Association of Woking who performed 'A Drop of Heaven'.

##### **2 December 2023 - Innovate Contemporary led Dance Platform**

Brought together Dance Schools from across the county together to showcase their best work. **157 dancers took to the stage from twelve groups** including First Dance Studios, Zambesi Dance Company, Cremona School of Dance, Alexandra Dance Company, Dance Shack and Betty Bloom Dance Company. The dance schools showcased a mix of works including more festive pieces as we headed towards Christmas.

CEO/Artistic Director, DW, Sam McCaffrey said, "*as I reflect on the final months of 2023, I am very proud of how Dance Woking has used dance to change lives and navigate through a difficult year. From presenting platform opportunities, a tour to over 65's, to a holiday club for children aged 7 to 11 years. I was really inspired by the work presented at the three different dance platforms we produced in November by the dance groups. Dance is so diverse and enables truly imaginative, creative, expression, which we encourage as part of our teaching process. The opportunity to produce these platforms has been an honour and one that I hope we will be able to continue, despite a very challenging environment for us as an organisation. It amazes me how the dancers are able to come together and perform their best in front of family and friends, hold their nerves in check and use this energy to positive advantage in their performance and shine. The Young Dancemakers platform introduced children to the stage for the first time, helping to build their self-esteem, confidence, encouraged by peer-to-peer support. The Step-Up platform presented an opportunity for Jane Chan, a dancer with Amina Khayyam's Dance Company, to present her own work to a new audience. It was also an opportunity to celebrate local dance talent, Diana Towe, world solo tap champion 2023 and providing opportunities for aspiring dancers to showcase their work. I hope 2024 will continue to provide opportunities.*"

##### **March Platforms 24 March 2024**

**Woking SLAM** brought together Dance Schools from across the county to showcase their best work. The dance schools shared a mix of feel good, high-energy dance pieces. The urban street genre has a plethora of styles, which were all on show. **105 dancers took part from eleven groups:** Holly School of Dance: Lil Fresh & Fresh; LDA XL & LDA XLNC; Betty Bloom Dance, Dancayers Company, Urban Dance School (UDS), Alexandra Dance Company, Dance Phaze Movement and BKD Senior and Junior Street Crews. The show's finale was a fun and inclusive cypher led by Emily Haywood (UDS) that was a great way to end a thrilling and engaging dance platform. As part of the platform activity, Yolanda Newsome from Boy Blue Ents (UK's most celebrated Hip Hop Dance theatre Company), was invited to lead a dance workshop in the afternoon, attended by the dancers, it inspired and introduced the dancers to their work.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **ACHIEVEMENT AND PERFORMANCES**

##### **Charitable Activities 2023/24**

#### **4. Inspired Talent Growth**

Dance Woking is committed to supporting the next generation of dance Creatives through a variety of pathways. We continued to support Surrey Dance Network (SDN), managing a small grant provided from seed funding from Surrey Arts Partnership, the group hope to harness and connect Surrey's talent, skill and creativity into one, efficient place to shout out and find out about opportunities for dance in the county. We hosted a few SDN network events including London Dance Studios with Images Ballet Company. Dance Woking took the decision not to focus on the dance directories as other issues became more prominent. Dance Woking has continued to up skill its freelance team through accredited training to support various projects such as Club4 and also affording opportunities such as Akademi Dance CPD and Yolanda Newsome from Boy Blue Ents.

#### **INANCIAL REVIEW**

##### **Financial position**

##### **Overview**

2023/24 has continued to be a very challenging year for Dance Woking; the impact the pandemic has had on the local economy and communities. There was additional pressure on securing funds leading to further long-term uncertainty. Dance Woking has had to continue to re-evaluate its position, how it can best support the local community, remain relevant and sustainable. Despite being a small, agile organisation, the pressure on finding core funding has meant that DW has to take stock and review its future. Woking Borough Council stopped grant-funding Dance Woking in September 2023. DW has relied on reserves to continue and try and diversify our income streams, trialling a few new initiatives from introducing new platforms to working with others to deliver events. Two successful Project Grants from Arts Council England and WBC part funding 23/24 has given Dance Woking time to look at options going forward to help better the organisations financial security. In line with Dance Woking's continuing ambition to have a broad number of funders, grants received from Surrey Community Foundation, Active Surrey Club4, Shanly Foundation, Sparks Fund and Metropolitan Thames Housing.

##### **Reserves policy**

Dance Woking's reserves policy is reviewed and revised annually and the sum set aside increased to manage the potential necessity to close the organisation. The reserves policy includes redundancy costs, based on Dance Woking's Redundancy Policy, for the current staff team as well as costs of winding up the organisation if the situation requires it. The reserves policy will continue to be reviewed annually and keep a minimum administration reserve of 3 months basic operating costs along with any redundancy commitments. The board sets the level of the reserve fund on an annual basis.

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The company is incorporated under the Companies Act, and its governing document is its memorandum and articles of association. The company is a registered charity.

##### **Charity constitution**

Dance Woking is a registered charity and is governed by an elected Board of Trustees who steer the organisation in its mission via the Executive Producer/Director's vision.

##### **Risk Management**

Dance Woking, as a charity and an arts organisation working in the performing arts, is exposed to a number of risks. The board has identified risks and is undertaking steps to try and mitigate these.

The risks relate to financial, managerial, compliance and programme conditions all of which are collated in a Dance Woking Risk Register. The Register, health and safety at work, safeguarding and risk management is reviewed and monitored regularly by the board at its meetings. Dance Woking undertakes a risk assessment of each project and programme related activity.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT continued**

Dance Woking's (DW's) financial period for these accounts runs from 6 April 2023 to 5 April 2024

##### **Principal funding sources**

- Arts Council England - Project Grants
- Woking Borough Council
- Surrey Community Foundation – Project & Strategy Grant
- Active Surrey - Club4 Holiday Programme & Energy grant
- Shanly Foundation
- Surrey County Council - Sparks Fund
- Metropolitan Thames Valley - Kingsmoor Park Estate
- Earned income through Ticket sales, Platforms and workshops

**Arts Council England (ACE): 2023/24** saw Dance Woking successfully apply for two project grants from ACE, the first to enable Dance Woking to widen community participation focusing on targeted communities deepening our relationships to help inspire and increase confidence, support place making, community cohesion and develop new ways of working. The project focused on the human condition and raised awareness of socio-political and environmental issues, to help bring joy, raise aspirations and increase confidence with engaging in culture and using it as a tool for place making. The grant-supported project activity from August to December 2023. The second grant focused on a request to support urgent organisational development to enable Dance Woking to seek reliable income generation and operating model. Focusing on conversations and research with education/community/health partners. The project completion date scheduled for Summer 2024. Using DW's 30 Year Celebration to launch or deliver an orderly wind down of the charity.

**Woking Borough Council (WBC): 2023/24** has been a very challenging year for Dance Woking as WBC, the charities core funder for nearly 30 years declared itself bankrupt through a Section 114 Notice. The impact has been devastating locally with all non-statutory provision losing vital funding including Dance Woking. WBC funded DW in 23/24 until September 2023 when funding ceased.

**Surrey Community Foundation (SCF):** SCF funding has enabled DW to focus on key areas including engagement programmes for the over 65's and those who continue to be isolated post Covid-19; A repurposed strategic grant from SCF carried into 23/24 to support step change and widen participation has also enabled Dance Woking to review different ways of working as the funding climate continues to be extremely challenging.

**The Shanly Foundation** supported targeted work for younger members of our community whose mental and physical health has also been impacted by Covid-19.

**Surrey County Council Sparks Grant** - supported hyper local activity in the Goldsworth Park area of Woking Borough.

**Active Surrey – HAF4 Programme:** Dance Woking has continued to deliver the HAF4 Programme during the Easter, Summer and the Christmas Holiday period providing a vital income stream to support DW and our freelance team and enable a targeted outreach programme to be delivered. Targeted at children (primary, secondary and those with special educational needs and disabilities) who receive benefits-related Free School Meals (FSM). There are more than 17,000 children who receive free school meals in Surrey. The key aims of the scheme are to provide:

- High quality enriching activities, which includes at least one hour of physical activity
- A healthy nutritious meal
- Skills, activities/classes aimed at helping children and their parents to make healthy and affordable choices
- A positive legacy that lasts longer than the experience

Dance Woking also continued to build its relationship with Stanwell Events and bring creative dance activity to their Fit & Fed Clubs, delivered in the school holidays including the October break. This helped broaden our income streams.

##### **Earned income**

Dance Woking was able to earn income through ticketed events and workshops.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT continued**

##### **Governance**

Dance Woking benefits from the support of a well-engaged and active Board, comprising individuals from the arts and local communities, their experience covers a range of areas including dance education in both publicly funded arts organisations and schools, governance, fundraising, private dance sector, business development and choreography

##### **Changes in Management and Governance**

2023/2024 saw a few changes to the Board, with Ross Carter leaving and Claire Soutar joining the Board. Claire is an experienced Senior HR professional with over 15 years experience working alongside teams and executives across multiple sectors including FMCG, Communications, Financial Services, Charity and Recruitment. Claire now works as a Business Consultant, helping business leaders and teams develop robust commercially focused people agendas that drive growth and change.

The organisation has been working with various external consultants including support for organisational development and fundraising strategies to look at how we can deliver our vision and mission differently, with a focus on funders aims that align with our own.

WBC's accredited scheme reduced the cost of hiring both Rhoda McGaw Theatre and Buzz Studio.

##### **Board of Trustees**

Katie Paling

Alan Sutherland

Ross Carter (resigned December 2023)

Karen Robinson

Carol Deakins

Lisa Samos

Claire Soutar (appointed January 2023)

##### **Management**

Sam McCaffrey, CEO/Artistic Director has been leading the team since November 2010. Eleanor Dowling has brought further stability to the team joining in 2019 and continuing in her role as Engagement Manager. Hayley Green left the organisation in May 2023; due to financial pressures her role was not replaced to reduce overheads. The economic environment continues to be challenging and a further step change to navigate through the changed environment is required for 24/25.

Dance Woking relies on its well-established network of creative freelancers to support our small-dedicated staff team; the pandemic particularly affected this community. 2023/24 has seen further impact on the freelance community with more leaving it to take up more regular employment. This has made it more difficult to cover some of our outreach projects.

Dance Woking, has a small-dedicated number of volunteers to help deliver our events and enable us to extend our reach and engagement. The negative effect of the pandemic continues in this area. Support through work experience student opportunities in higher education has helped enormously.

Dance Woking is a member of NCVO, which provides support for Trustees; we list Volunteer and Trustee opportunities on websites like Better Impact, Woking Borough Council's volunteer scheme, Voluntary Action South West Surrey.

##### **Organisational development**

By developing more meaningful, unique and enriching engagement opportunities with different community groups we are able to build a greater level of grass roots support giving more depth to the participants experience. We want to be able to continue to inspire and surprise our audiences and supporters by our offer and have learnt that in order to do this we need to continue to innovate and develop our ideas and how we engage with different communities within Woking and Surrey.

The challenges we are experiencing require us to develop new strategies, new resources and approaches to try and enable us to be a sustainable and resilient organisation, and continue to be relevant to the communities we serve.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2024**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT continued**

##### **Organisational development continued**

The last 12 months have continued to be very challenging for Dance Woking; due to funding uncertainty and the sustained financial pressures the organisation continues to be under. At the Board's March meeting the Trustees considered closing the organisation, but delayed the final decision until the CEO could complete an organisational development appraisal, supported by funding support from an Arts Council England grant and a repurposed Surrey Community Foundation Strategy grant.

Alongside the organisational development appraisal Dance Woking sort to further strengthen the Board to fill some of the skills gaps identified. To help us do this Dance Woking took part in a Surrey County Council initiative called 'Surrey Transforming Trustee Boards' lead by Kathryn Sullivan to support this ambition, a very well-run programme by infrastructure charity 'Getting on Board'. The programme gave Dance Woking the tools to be able to initiate a recruitment campaign, which we hope to action following the organisational development appraisal.

##### **1. Hybrid working:**

Dance Woking continues with hybrid working however, all activity is now delivered in person. The team recognise the benefits of face to face and the importance of face-to-face team meetings. The organisation has a storage unit in Goldsworth Park, which is currently a Woking Borough Council managed facility.

##### **2. Focus on skills development for the Board was on Board Diversity & recruitment:**

'Surrey Transforming Trustee Boards', led by infrastructure charity, Getting On Board was attended by Trustee Carol Deakins and CEO/Artistic Director Sam McCaffrey

##### **3. Brand Development**

Dance Woking's online presence has continued albeit with a lower profile following Haley Green's departure

##### **4. Sponsorship**

AKIKO Ltd continued to support Dance Woking

##### **Cessation of Trading in 2024**

Due to the reduction in critical funding support from Woking Borough Council after declaring itself bankrupt by issuing a section 114 notice; the Council gave Dance Woking notice that its funding support would cease in September 2023. Without this regular support it has been difficult for Dance Woking to continue in its current form and at the October 2024 Board meeting the Trustees took the very difficult decision to cease trading.

**DANCE WOKING LIMITED**

**REPORT OF THE TRUSTEES**  
**for the year ended 5 April 2024**

**REFERENCE AND ADMINISTRATIVE DETAILS**

Registered Company number  
02963208 (England and Wales)

Registered Charity number  
1042690

Registered office  
Shaw Gibbs Limited  
Wey Court West  
Union Road Farnham  
Surrey GU9 7PT

**Trustees**

K Paling  
A Sutherland  
K Robinson  
R Carter (resigned 05.12.23)  
C M Deakins  
L J Williams  
Claire Soutar (appointed 24.01.23)

The directors of the company act as the trustees and are elected by the members. The directors who held office during the year are listed in the information sheet.

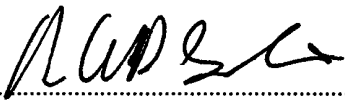
Executive powers of the charity are delegated to the Executive Director and employees of the organisation.

Company Secretary  
S McCaffrey

**REFERENCE AND ADMINISTRATIVE DETAILS**

Independent Examiner  
Shaw Gibbs Limited  
Wey Court West  
Union Road  
Farnham  
Surrey  
GU9 7PT

Approved by order of the board of trustees on ..... 27.11.24 ..... and signed on its behalf by:



.....  
Alan Sutherland - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF**  
**DANCE WOKING LIMITED**

**Independent examiner's report to the trustees of Dance Woking Limited ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 5 April 2024.

**Responsibilities and basis of report**

As the charity's 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').

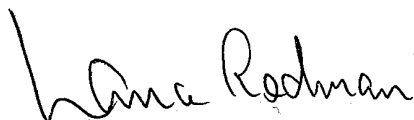
Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). 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:

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.



Lance Redman BSc ACA FCCA

Shaw Gibbs Limited  
Wey Court West  
Union Road  
Farnham  
Surrey  
GU9 7PT

Date: ..... 4 December 2024 .....

**DANCE WOKING LIMITED**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**for the year ended 5 April 2024**

|                                    | Notes | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2024<br>Total<br>funds<br>£ | 2023<br>Total<br>funds<br>£ |
|------------------------------------|-------|----------------------------|--------------------------|-----------------------------|-----------------------------|
| <b>INCOME AND ENDOWMENTS FROM</b>  |       |                            |                          |                             |                             |
| Donations and legacies             | 2     | 22,499                     | 86,421                   | 108,920                     | 134,154                     |
| <b>Charitable activities</b>       |       |                            |                          |                             |                             |
| Dance events and workshops         |       | 36,542                     | 226                      | 36,768                      | 33,826                      |
| Investment income                  | 3     | <u>1,827</u>               | <u>-</u>                 | <u>1,827</u>                | <u>384</u>                  |
| <b>Total</b>                       |       | <u>60,868</u>              | <u>86,647</u>            | <u>147,515</u>              | <u>168,364</u>              |
| <b>EXPENDITURE ON</b>              |       |                            |                          |                             |                             |
| Raising funds                      |       | 19,168                     | -                        | 19,168                      | 18,342                      |
| <b>Charitable activities</b>       | 4     |                            |                          |                             |                             |
| Dance events and workshops         |       | 46,101                     | 77,339                   | 123,440                     | 140,895                     |
| Other                              |       | <u>1,211</u>               | <u>-</u>                 | <u>1,211</u>                | <u>-</u>                    |
| <b>Total</b>                       |       | <u>66,480</u>              | <u>77,339</u>            | <u>143,819</u>              | <u>159,237</u>              |
| <b>NET INCOME/(EXPENDITURE)</b>    |       | (5,612)                    | 9,308                    | 3,696                       | 9,127                       |
| <b>RECONCILIATION OF FUNDS</b>     |       |                            |                          |                             |                             |
| Total funds brought forward        |       | <u>67,742</u>              | <u>22,647</u>            | <u>90,389</u>               | <u>81,262</u>               |
| <b>TOTAL FUNDS CARRIED FORWARD</b> |       | <u><u>62,130</u></u>       | <u><u>31,955</u></u>     | <u><u>94,085</u></u>        | <u><u>90,389</u></u>        |

The notes form part of these financial statements

**DANCE WOKING LIMITED**

**BALANCE SHEET**

**5 April 2024**

|                                              | Notes | 2024<br>£     | 2023<br>£     |
|----------------------------------------------|-------|---------------|---------------|
| <b>FIXED ASSETS</b>                          |       |               |               |
| Tangible assets                              | 10    | 516           | 1,898         |
| <b>CURRENT ASSETS</b>                        |       |               |               |
| Debtors                                      | 11    | 7,400         | 30,856        |
| Cash at bank and in hand                     |       | <u>99,389</u> | <u>67,776</u> |
|                                              |       | 106,789       | 98,632        |
| <b>CREDITORS</b>                             |       |               |               |
| Amounts falling due within one year          | 12    | (13,220)      | (10,141)      |
| <b>NET CURRENT ASSETS</b>                    |       | <u>93,569</u> | <u>88,491</u> |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |       | <u>94,085</u> | <u>90,389</u> |
| <b>NET ASSETS</b>                            |       | <u>94,085</u> | <u>90,389</u> |
| <b>FUNDS</b>                                 | 14    |               |               |
| Unrestricted funds                           |       | 62,129        | 67,742        |
| Restricted funds                             |       | <u>31,956</u> | <u>22,647</u> |
| <b>TOTAL FUNDS</b>                           |       | <u>94,085</u> | <u>90,389</u> |

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 5 April 2024.

The members have not required the company to obtain an audit of its financial statements for the year ended 5 April 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

27.11.24



Alan Sutherland - Trustee

The notes form part of these financial statements

## **DANCE WOKING LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS** **for the year ended 5 April 2024**

#### **1. ACCOUNTING POLICIES**

##### **Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

##### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

##### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

##### **Charitable activities**

These are the costs of running the various projects within the charity and are made up of the marketing costs and an allocation of support costs.

##### **Governance costs**

These represent those costs attributed to the governance of the charity.

##### **Allocation and apportionment of costs**

The support costs are the costs associated with the management and administration of the charity. These costs are apportioned on the percentage of time spent or the amount of usage.

##### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings                      - 25% on reducing balance

Assets under £500 are not capitalised and are shown as part of the project costs to which they belong.

##### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### **Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

## **DANCE WOKING LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS - continued** **for the year ended 5 April 2024**

#### **1. ACCOUNTING POLICIES - continued**

##### **Facilities and services provided by third parties**

Certain services and facilities are provided free or subsidised by third parties such as Woking Borough Council (as referred to in note 2). For values that are quantifiable and which relate to services provided in connection with specific projects, these have been shown in the accounts as both income and costs. For more general facilities used, these have not been reflected in the SOFA, because in the opinion of the directors the impact of inclusion would make the accounts appear misleading.

##### **Members liability**

The company is limited by guarantee and the liability of the members is limited to £1 each.

#### **2. DONATIONS AND LEGACIES**

|        | 2024           | 2023           |
|--------|----------------|----------------|
|        | £              | £              |
| Grants | <u>108,920</u> | <u>134,154</u> |

Donated services received from third parties have been included as both income and costs. However, the charitable company also receives subsidised use of rooms and facilities from Woking Borough Council mainly within Buzz Studio and Rhoda McGaw Theatre during the year for rehearsing and performing of shows. These have not been included as their inclusion would make the figures appear misleading.

Grants received, included in the above, are as follows:

|                                                      | 2024           | 2023           |
|------------------------------------------------------|----------------|----------------|
|                                                      | £              | £              |
| Arts Council England - Project Grant                 | 53,994         | 28,500         |
| Woking Borough Council                               | 22,500         | 58,000         |
| Surrey Community Foundation - Strategy Fund          | -              | 13,588         |
| Active Surrey - HAF4 Programme                       | 13,344         | 16,016         |
| Surrey Arts Partnership – Surrey Dance Network (SDN) | -              | 1,000          |
| Metropolitan Thames Valley Kingsmoor Park Estate     | -              | 1,055          |
| Shanly Foundation                                    | 4,000          | 1,000          |
| Surrey Community Foundation - Platinum Jubilee       | -              | 10,000         |
| Active Surrey - Together Fund (Sport England)        | -              | 4,995          |
| Surrey Community Foundation – Project Gjmrrant       | 8,220          | -              |
| Surrey Community Foundation – Project Grant          | 4,862          | -              |
| Surrey County Council - Sparks Fund                  | <u>2,000</u>   | <u>-</u>       |
|                                                      | <u>108,920</u> | <u>134,154</u> |

#### **3. INVESTMENT INCOME**

|                          | 2024         | 2023       |
|--------------------------|--------------|------------|
|                          | £            | £          |
| Deposit account interest | <u>1,827</u> | <u>384</u> |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2024**

**4. CHARITABLE ACTIVITIES COSTS**

|                            | Direct<br>Costs<br>£ | Support<br>costs (see<br>note 5)<br>£ | Totals<br>£    |
|----------------------------|----------------------|---------------------------------------|----------------|
| Dance events and workshops | <u>59,472</u>        | <u>63,968</u>                         | <u>123,440</u> |

**5. SUPPORT COSTS**

|                            | Management<br>£ | Governance<br>costs<br>£ | Totals<br>£   |
|----------------------------|-----------------|--------------------------|---------------|
| Dance events and workshops | <u>59,598</u>   | <u>4,370</u>             | <u>63,968</u> |

Support costs, included in the above, are as follows:

**Management**

|                             | 2024<br>Dance<br>events<br>and<br>workshops<br>£ | 2023<br><br>Total<br>activities<br>£ |
|-----------------------------|--------------------------------------------------|--------------------------------------|
| Wages                       | 47,847                                           | 56,843                               |
| Social security             | 4,626                                            | 5,876                                |
| Pensions                    | 2,669                                            | 3,501                                |
| Telephone & internet        | 1,074                                            | 713                                  |
| Office stationery & postage | -                                                | 19                                   |
| Insurance                   | 1,883                                            | 1,878                                |
| Staff & board training      | -                                                | 6,507                                |
| Memberships & Fees          | 335                                              | 609                                  |
| Admin support               | 1,104                                            | 969                                  |
| Bank charges & interest     | 60                                               | 180                                  |
| Miscellaneous               | -                                                | 175                                  |
|                             | <u>59,598</u>                                    | <u>77,270</u>                        |

**Governance costs**

|                         | 2024<br>Dance<br>events<br>and<br>workshops<br>£ | 2023<br><br>Total<br>activities<br>£ |
|-------------------------|--------------------------------------------------|--------------------------------------|
| Accountancy fees        | 2,083                                            | 2,064                                |
| Independent examination | <u>2,287</u>                                     | <u>2,620</u>                         |
|                         | <u>4,370</u>                                     | <u>4,684</u>                         |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2024**

**6. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

|                                     | 2024         | 2023     |
|-------------------------------------|--------------|----------|
|                                     | £            | £        |
| Depreciation - owned assets         | 171          | 632      |
| Deficit on disposal of fixed assets | <u>1,211</u> | <u>-</u> |

**7. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 5 April 2024 nor for the year ended 5 April 2023.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 5 April 2024 nor for the year ended 5 April 2023.

**8. STAFF COSTS**

|                       | 2024          | 2023          |
|-----------------------|---------------|---------------|
|                       | £             | £             |
| Wages and salaries    | 64,334        | 72,553        |
| Social security costs | 6,483         | 7,723         |
| Other pension costs   | <u>3,493</u>  | <u>4,286</u>  |
|                       | <u>74,310</u> | <u>84,562</u> |

The average monthly number of employees during the year was as follows:

|            | 2024     | 2023     |
|------------|----------|----------|
|            | <u>2</u> | <u>2</u> |
| Management |          |          |

No employees received emoluments in excess of £60,000.

The total remuneration for key management personnel in the year was £57,503. (2023: £56,500)

**9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

|                                   | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>funds<br>£ |
|-----------------------------------|----------------------------|--------------------------|---------------------|
| <b>INCOME AND ENDOWMENTS FROM</b> |                            |                          |                     |
| Donations and legacies            | 58,000                     | 76,154                   | 134,154             |
| <b>Charitable activities</b>      |                            |                          |                     |
| Dance events and workshops        | 33,826                     | -                        | 33,826              |
| Investment income                 | <u>384</u>                 | <u>-</u>                 | <u>384</u>          |
| <b>Total</b>                      | <u>92,210</u>              | <u>76,154</u>            | <u>168,364</u>      |
| <b>EXPENDITURE ON</b>             |                            |                          |                     |
| Raising funds                     | 18,342                     | -                        | 18,342              |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2024**

**9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

|                                        | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>funds<br>£      |
|----------------------------------------|----------------------------|--------------------------|--------------------------|
| <b>Charitable activities</b>           |                            |                          |                          |
| Dance events and workshops             | <u>85,910</u>              | <u>54,985</u>            | <u>140,895</u>           |
| <b>Total</b>                           | <u>104,252</u>             | <u>54,985</u>            | <u>159,237</u>           |
| <br><b>NET INCOME/(EXPENDITURE)</b>    | <br>(12,042)               | <br>21,169               | <br>9,127                |
| <br><b>RECONCILIATION OF FUNDS</b>     |                            |                          |                          |
| Total funds brought forward            | <u>79,784</u>              | <u>1,478</u>             | <u>81,262</u>            |
| <br><b>TOTAL FUNDS CARRIED FORWARD</b> | <br><u><u>67,742</u></u>   | <br><u><u>22,647</u></u> | <br><u><u>90,389</u></u> |

**10. TANGIBLE FIXED ASSETS**

|                           | Fixtures<br>and<br>fittings<br>£ |
|---------------------------|----------------------------------|
| <b>COST</b>               |                                  |
| At 6 April 2023           | 11,781                           |
| Disposals                 | <u>(9,459)</u>                   |
| At 5 April 2024           | <u>2,322</u>                     |
| <br><b>DEPRECIATION</b>   |                                  |
| At 6 April 2023           | 9,883                            |
| Charge for year           | 171                              |
| Eliminated on disposal    | <u>(8,248)</u>                   |
| At 5 April 2024           | <u>1,806</u>                     |
| <br><b>NET BOOK VALUE</b> |                                  |
| At 5 April 2024           | <u><u>516</u></u>                |
| At 5 April 2023           | <u><u>1,898</u></u>              |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2024**

**11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                | 2024         | 2023          |
|----------------|--------------|---------------|
|                | £            | £             |
| Accrued income | 6,955        | 30,164        |
| Prepayments    | 445          | 692           |
|                | <u>7,400</u> | <u>30,856</u> |

**12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                 | 2024          | 2023          |
|---------------------------------|---------------|---------------|
|                                 | £             | £             |
| Trade creditors                 | 5,641         | 1,131         |
| Social security and other taxes | 2,309         | 2,413         |
| Accruals and deferred income    | 900           | 2,432         |
| Accrued expenses                | 4,370         | 4,165         |
|                                 | <u>13,220</u> | <u>10,141</u> |

**13. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

|                     | Unrestricted<br>funds | Restricted<br>funds | 2024<br>Total<br>funds | 2023<br>Total<br>funds |
|---------------------|-----------------------|---------------------|------------------------|------------------------|
|                     | £                     | £                   | £                      | £                      |
| Fixed assets        | 516                   | -                   | 516                    | 1,898                  |
| Current assets      | 74,833                | 31,956              | 106,789                | 98,632                 |
| Current liabilities | <u>(13,220)</u>       | <u>-</u>            | <u>(13,220)</u>        | <u>(10,141)</u>        |
|                     | <u>62,129</u>         | <u>31,956</u>       | <u>94,085</u>          | <u>90,389</u>          |

**14. MOVEMENT IN FUNDS**

Net

|                                                  | At 6.4.23         | movement<br>in funds | Transfers<br>between<br>funds | At<br>5.4.24  |
|--------------------------------------------------|-------------------|----------------------|-------------------------------|---------------|
|                                                  | £                 | £                    | £                             | £             |
| <b>Unrestricted funds</b>                        |                   |                      |                               |               |
| General fund                                     | 63,742            | (5,613)              | 4,000                         | 62,129        |
| IT Fund                                          | <u>4,000</u>      | <u>-</u>             | <u>(4,000)</u>                | <u>-</u>      |
|                                                  | 67,742            | (5,613)              | -                             | 62,129        |
| <b>Restricted funds</b>                          |                   |                      |                               |               |
| Active Surrey - HAF4 Programme                   | 3,074             | (3,074)              | -                             | -             |
| MTVH - Kingsmoor Park Estate                     | 180               | (180)                | -                             | -             |
| Active Surrey - Together Fund (Sport<br>England) | 4,995             | (4,995)              | -                             | -             |
| Arts Council England – Project Grant             |                   | 16,220               |                               | 16,220        |
| Surrey Community Foundation - Strategy           | 13,587            | (6,071)              | -                             | 7,516         |
| Surrey Arts Partnership – SDN                    | 811               | (811)                | -                             | -             |
| Surrey Community Foundation – Project            | <u>          </u> | <u>8,220</u>         | <u>          </u>             | <u>8,220</u>  |
|                                                  | <u>22,647</u>     | <u>9,309</u>         | <u>-</u>                      | <u>13,956</u> |
| <b>TOTAL FUNDS</b>                               | <u>90,389</u>     | <u>3,696</u>         | <u>-</u>                      | <u>94,085</u> |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2024**

**14. MOVEMENT IN FUNDS - continued**

Net movement in funds, included in the above are as follows:

|                                                              | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|--------------------------------------------------------------|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b>                                    |                            |                            |                           |
| General fund                                                 | 60,868                     | (66,481)                   | (5,613)                   |
| <b>Restricted funds</b>                                      |                            |                            |                           |
| Active Surrey - HAF4 Programme                               | 13,343                     | (16,417)                   | (3,074)                   |
| Shanly Foundation                                            | 4,000                      | (4,000)                    | -                         |
| Metropolitan Thames Valley (MTVH) -<br>Kingsmoor Park Estate | -                          | (180)                      | (180)                     |
| Active Surrey - Together Fund (Sport England)                | -                          | (4,995)                    | (4,995)                   |
| Surrey Community Foundation - Strategy<br>Fund               | 4,862                      | (10,933)                   | (6,071)                   |
| Arts Council England - Project Grant                         | 53,996                     | (37,776)                   | 16,220                    |
| Surrey Community Foundation                                  | 226                        | (226)                      | -                         |
| Surrey Arts Partnership – Surrey Arts Network                | -                          | (811)                      | (811)                     |
| Surrey County Council - Sparks Fund                          | 2,000                      | (2,000)                    | -                         |
| Surrey Community Foundation – Project grant                  | 8,220                      |                            | 8,220                     |
|                                                              | <u>86,647</u>              | <u>(77,338)</u>            | <u>9,309</u>              |
| <b>TOTAL FUNDS</b>                                           | <u>147,515</u>             | <u>(143,819)</u>           | <u>3,696</u>              |

**Comparatives for movement in funds**

|                                                       | At 6.4.22<br>£ | Net<br>movement<br>in funds<br>£ | At<br>5.4.23<br>£ |
|-------------------------------------------------------|----------------|----------------------------------|-------------------|
| <b>Unrestricted funds</b>                             |                |                                  |                   |
| General fund                                          | 75,784         | (12,042)                         | 63,742            |
| IT Fund                                               | <u>4,000</u>   | <u>-</u>                         | <u>4,000</u>      |
|                                                       | 79,784         | (12,042)                         | 67,742            |
| <b>Restricted funds</b>                               |                |                                  |                   |
| Surrey Community Foundation – Project Grant           | 1,478          | (1,478)                          | -                 |
| Active Surrey - HAF4 Programme                        | -              | 3,074                            | 3,074             |
| Metropolitan Thames Valley - Kingsmoor<br>Park Estate | -              | 180                              | 180               |
| Active Surrey - Together Fund (Sport England)         | -              | 4,995                            | 4,995             |
| Surrey Community Foundation - Strategy<br>Fund        | -              | 13,587                           | 13,587            |
| Surrey Arts Partnership – Surrey Arts Network         | <u>-</u>       | <u>811</u>                       | <u>811</u>        |
|                                                       | <u>1,478</u>   | <u>21,169</u>                    | <u>22,647</u>     |
| <b>TOTAL FUNDS</b>                                    | <u>81,262</u>  | <u>9,127</u>                     | <u>90,389</u>     |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2024**

**14. MOVEMENT IN FUNDS - continued**

Comparative net movement in funds, included in the above are as follows:

|                                                       | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|-------------------------------------------------------|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b>                             |                            |                            |                           |
| General fund                                          | 92,210                     | (104,252)                  | (12,042)                  |
| <b>Restricted funds</b>                               |                            |                            |                           |
| Arts Council England - Platinum Jubilee               | 10,000                     | (10,000)                   | -                         |
| Surrey Community Foundation – Project Grant           | -                          | (1,478)                    | (1,478)                   |
| Active Surrey - HAF4 Programme                        | 16,017                     | (12,943)                   | 3,074                     |
| Shanly Foundation                                     | 1,000                      | (1,000)                    | -                         |
| Metropolitan Thames Valley - Kingsmoor<br>Park Estate | 1,055                      | (875)                      | 180                       |
| Active Surrey - Together Fund (Sport England)         | 4,995                      | -                          | 4,995                     |
| Surrey Community Foundation - Strategy<br>Fund        | 13,587                     | -                          | 13,587                    |
| Arts Council England - Project Grant                  | 28,500                     | (28,500)                   | -                         |
| Surrey Arts Partnership - Surrey Arts Network         | 1,000                      | (189)                      | 811                       |
|                                                       | <u>76,154</u>              | <u>(54,985)</u>            | <u>21,169</u>             |
| <b>TOTAL FUNDS</b>                                    | <u>168,364</u>             | <u>(159,237)</u>           | <u>9,127</u>              |

A designated fund was set up in 2019 to purchase computer equipment, this fund is no longer required and the funds have been restored to general funds.

**15. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 5 April 2024.

**16. CESSATION OF TRADING**

Due to the reduction in regular funding from Woking Borough Council after declaring itself bankrupt by issuing a section 114 notice and giving Dance Woking notice that funding was being ceased in September 2023 it has become difficult for Dance Woking to continue in its current form and the trustees have taken the decision to cease trading from December 2024.

**DANCE WOKING LTD**

England & Wales - Charity number 1042690

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# Accounts

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**REGISTERED COMPANY NUMBER: 02963208 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1042690**

**DANCE WOKING LIMITED**  
**UNAUDITED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2023**

HPCA Limited  
Station House  
Connaught Road  
Brookwood  
Woking  
Surrey  
GU24 0ER

**DANCE WOKING LIMITED**

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**for the year ended 5 April 2023**

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## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2023**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 5 April 2023. The trustees have adopted the provisions of 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) (effective 1 January 2019).

## **OBJECTIVES AND ACTIVITIES**

### **OBJECTS AND ACTIVITIES FOR THE PUBLIC BENEFIT**

Dance Woking's Objects as seen in the company's Articles of Association are:

To advance education for the public benefit by the promotion of the arts particularly but not exclusively the art of dance.

### **Dance Woking is a charity, changing lives through dance**

Established in 1994, Dance Woking is an innovative dance organisation that provides accessible opportunities to watch, perform and take part in dance. We have nurtured and sustained the overall dance ecology in the town benefitting many thousands of people as performers, participants or audiences.

Our primary aim has always been to provide high quality, creative experiences that inspire artists, audiences, participants and communities. Our work is predominantly for the population of Woking and the surrounding Surrey towns and villages, achieving a regional and national impact and reputation.

Dance Woking's vision is of a thriving and connected community of diverse, creative people, whose lives, minds and bodies are enriched through dance and movement. Our mission is to enable participation, to inspire creativity, and to connect individuals of all ages in moving and memorable creative experiences.

Our regularly-reviewed business plan outlines seven key aims for Dance Woking:

- **DANCE FOR ALL:** all levels of experience, ability and financial circumstances.
- **QUALITY FOR ALL:** we strive to ensure that all our work is delivered to the highest quality professional standards
- **PARTNERSHIP WORKING:** we work with organisations at local and regional levels including venues, community organisations, art galleries, museums, libraries, universities, local businesses and dance companies.
- **SUPPORT FOR ARTISTS:** a vital part of dance development locally, regionally and nationally, we foster talent and encourage artists as role models
- **CREATIVITY AS A DRIVER OF CHANGE:** as an essential factor in personal and organisational growth, creativity dictates the way we tackle all challenges.
- **RISK-TAKING AS A WAY FORWARD:** we are open to both success and failure as long as we do not hinder the development of dance. What may at first look challenging may well turn out to be a new direction.
- **DANCE AS A POSITIVE INFLUENCE:** participating in and watching dance can be inspirational, healthy, provocative and challenging.

As a well-managed, long-standing and visible creative force in the local community, with a skilled and ambitious Board of Trustees and supportive funding partners, we are committed to growing Woking's strong local identity. Our practical projects can positively improve the physical and mental wellbeing of local residents. We offer a range of exciting dance led activities serving and supporting a diverse range of networks across Woking and Surrey. We engage people across the spectrum from schoolchildren to students and recent graduates, from dance professionals; young people outside training and education, the elderly, to those with English as a second language. Families and other intervention agencies value us for our youth projects, and we enable older people to stay active and connected with their friends and communities. In 2022/23 we continued to focus on building our grass routes base and getting back to face-to-face delivery set against a challenging financial backdrop. Dance Woking's ambition to join Arts Council England (ACE) stable, as a National Portfolio Organisation (NPO), was unsuccessful. Time spent on developing the business case and linking it to Arts Council England's priorities was used to secure a number of project grants. (<https://www.dancewoking.com/>)

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2023**

#### **OBJECTS AND ACTIVITIES FOR THE PUBLIC BENEFIT (continued)**

Our affordable live public performances attract new audiences to dance as a much-loved, easily-adaptable art form. Our pop-up and festival appearances, often working with partners in shopping centres or local parks, bring Woking's public spaces to life engaging whole communities, and showcasing skills in extraordinary ways. Dance Woking's ambitious and creative projects reinforce the town's appeal as a great place to live, work and enjoy life. This continues to be an important aspect of a post-Covid world as remote/hybrid working and isolation continues in some communities.

We're committed to using our unique skills and deep-rooted understanding of the communities needs to break down barriers to arts participation and enjoyment whether they are geographical, financial, physical or cultural.

Beyond traditional performance, Dance Woking has the potential to reach out more than ever into lifelong learning, health and sport - and through this, boost collective civic pride - whilst sourcing new funding streams and building new partnerships.

Dance Woking is an established conduit for professional dance artists and the local community. We believe in the power of dance to transform and change individuals and society for the better. Our approach is inclusive, personal and specific:

we proudly provide dance access on the broadest basis and in doing so, support physical and mental well-being, confidence and self-esteem.

Dance needs both dancers and audiences to embrace new challenges to move forward unlocking emotions, building connections, and breaking down barriers.

Our events and campaigns bring unexpected and lasting benefits through dance to real communities at grass roots level where they have real and sustainable impact leading to and promoting new lifestyle choices. We offer extensive employment opportunities to hundreds of freelance dance artists and teachers, many of who take their experience onto other parts of the region and often run their own small businesses. For relatively modest financial investments from our funders, we received feedback of the wider valuable contribution our work makes to both the local economy and cultural ecology. The national cultural impact we have through our highly regarded reputation attracts people to want to live and work in Woking, for example feeding into the TV/film industry.

We are determined to make dance accessible and believe it is our duty to play a part in reducing social inequality by bringing people together. Following successful decades as an organisation-promoting dance in the Borough, with Woking Borough Council (WBC) as a key partner, 2022/23 saw a change in the way WBC managed their relationship with Dance Woking. Due to financial pressures the Council were under Dance Woking was directed to take a more strategic targeted approach to activities, alongside this was a reduction in the fund granted and initially based on 6 months worth of activity only.

The following principles were agreed:

- Funding must be directed at those hard to reach and targeting one of the council core groups
  - Funding must not replace other statutory or funding body requirements such as education
  - Funding must be focused towards those in Woking and in the main those areas of Woking recognised as most in need
- The over arching focus to support place making, the local economy, health & wellbeing.

Putting a programme together takes time to plan and organise, as an example, the event on 11 June was developed and planned 6 months prior to this date, and even this timescale was considered a quick turnaround, funding was only secured in April 2022. This makes the delivery element to be as inclusive and impactful as possible difficult, as well as securing volunteers and general wider community engagement.

The programmes of work we deliver intertwine with each other giving a broader range of opportunities for participants, residents and communities. Whilst we were able to be nimble and agile to adapt to the changing environment and funding this put added pressure on funding the core staff team, making it unsustainable. Dance Woking benefitted from prudent and careful financial management and used reserves to support the programme of work. Unfortunately, this model is unsustainable, the reserves now at a level to support cash flow only but not shortfalls in funding projects.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2023**

#### **ACHIEVEMENT AND PERFORMANCES**

##### **Charitable Activities 2022/23**

In numbers:

3947 individuals took part in a Dance Woking workshop, leading to 7288 unique engagements.

77 groups including after school clubs and community based dance schools took part in one of our platforms.

152 Freelance Creatives/Pro dancers to help deliver our programme of activities;

500 employment days for dance artists, dance companies and technicians.

All of which supported the local economy

##### **Inspire Programme**

The support of our community is crucial in helping us realise our ambitions and in turn, we hope by building our family of supporters we will be able to build on our programme and offer more exciting and varied activities and events for the community. Our programme of activities is designed to reach different members of our community and has four strands:

1. Inspired Communities
2. Inspired Learning
3. Inspired Performances
4. Inspired Talent Growth

##### **1. Inspired Communities**

Dance Woking seeks to engage with the diverse and unique communities that make up Woking & Surrey in innovative and creative ways, we do this by working with community leaders to create a series of engagement activities. Following the pandemic and with audiences and communities cautiously opening up, Dance Woking had to re-imagine this engagement.

##### **The Queens Platinum Jubilee – Place Making & Community cohesion**

**One-minute highlight:** <https://www.youtube.com/watch?v=6pVM5sAPEnQ>

This project focused on bringing different communities together in a shared experience to celebrate a major national event. We provided opportunities for the audiences to watch and take part, working with a range of partners to deliver a festival on this scale.

Dance Woking celebrated the Queen's Platinum Jubilee on Saturday 11 June in Woking's newly built Victoria Square by bringing some of Woking's diverse community together in this free outdoor festival focusing on dance. Combining a programme that celebrated both professional and community dance artists and groups, for highlights of the day and a legacy to the celebration, see link. Feedback highlighted the positive impact on the physical and mental wellbeing of local residents who took part.

Local choreographer Emma Brewer was chosen to create the Platinum Jubilee Dance; we wanted the dance to feature different dance styles and music that reflected both the community in Woking and also the Queen's reign. To celebrate place, songs chosen included music from musician's hailing from Woking, namely Paul Weller, *A Town Called Malice* & Steve Parfitt, Status Quo with *Rockin All Over the World*. Also within the mix was a link to South Asian dance in the form of Bollywood, to honour the Queen: *1952 Boogie*, *Phenomenal*, *Come Together*, Cliff Richard's – *Congratulations*, Queen's *We Will Rock You* and *Sing*, (which was also signed), followed by the National Anthem.

**Jubilee Dance Mash-up** <https://vimeo.com/742604517/e9c443ebd7>

A total of 166 dancers from seven schools and three community dance schools came together to perform the Platinum Jubilee Dance. To maximize impact and engagement a variety of experiences were offered including watching, taking part and performing. Professional dance company, Folk Dance Remix, provided a mix of opportunities that embodied what we were trying to provide with their performance *Step Hop House*, Ceilidh and Maypole workshop.

**In more detail featuring Vox pops: 8 Minutes:** <https://www.youtube.com/watch?v=KAfOetSFK5w>

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2023**

#### **Charitable Activities 2022/23 (continued)**

This free outdoor festival was developed with a local focus so that it was relevant and of interest to local communities, providing a positive experience for Woking audiences and designed to appeal to a wide range of audiences, with a family friendly focus, opportunities for intergenerational participation, youth engagement. A high quality and appealing programme of activity to help enhance confidence in the Dance Woking brand and reach a broad audience base. Woking is one of the most ethnically diverse boroughs in Surrey as a whole. Our target audience: the community in Woking and Surrey; school groups in Woking aged 8 to 18; their family and friends, community dance groups in Woking and Surrey and their family and friends; communities that are traditionally underserved and under represented in Woking. As one of the most diverse Boroughs in Surrey this festival joyfully embraced different cultures through dance. Some of the school groups taking part were located within WBC target areas including Canalside, Old Woking and Sheerwater. Dancing with BSL in the choreography and having a member of the audience benefit from this interpretation.

This event was made possible through an initiative led by Arts Council England, managed through Surrey Community Foundation; it enabled Dance Woking to widen its reach and partner for the first time with Stanwell Events, to bring a creative element to their Platinum Jubilee Celebrations. Dance Woking managed the creative input on the day as well as working with Stanwell youth group to create a piece that was performed on the day. This has led to Dance Woking forming a strong relationship with Stanwell Events and working with them on a number of other initiatives through out the year including their Fit & Fed Club.

#### **Travelling Social Tea Dances in June, December & March**

This work focussed on the older members of the community, 65plus, to support their well being through connectivity. Having a focus and event to look forward to, encouraging those who are less mobile to be encouraged to do so safely through offering both standing and seated dance. This work was designed to support 5 ways to wellbeing:

- By connecting with others
- Being active
- Take notice through the themes and dance styles
- Learning through new dance steps and styles
- Give – through shared memories support

This work targeted those disadvantaged by services they would previously have enjoyed, disrupted by Covid-19, as well as other factors such as poor physical health and mobility limitations – physical inactivity due to restrictions of lockdown and shielding over a prolonged period; Fear of their area after dark; Lack of social support; Psychological health problems – through loneliness and lack of social support some have poor general and emotional health; Lack of financial resources.

#### **A short video highlight: <https://vimeo.com/747649393/09a028e7e5>**

Participant feedback

*'It's so much better now that the dancers can come in. There is much more interaction from the residents'*

*'My husband died two weeks ago. I felt really down this morning, not having a good day. This activity has picked me up a bit. I feel slightly lighter .....I have MS. I can go out it takes a lot of effort and planning. Bringing the Tea Dance here makes my life simpler. I also realise I can focus on what I can do, other than what I can't. I can join in here in my own way'*

The 3 most popular words participants used words to describe their experience: ***Interactive, friendly & enjoyable***

Four standout moments noted by the team were:

- A man bringing his dance souvenirs and photos to show the team of when he was younger.
- Dancing with BSL in the choreography and having someone that required interpretation in the audience
- When the music '*On A Bicycle Built for Two*' came on in the interval the participants started singing and making their own movement, which the team then copied and were then led by the residents. Which was an amazing connectivity moment.
- In every care setting there was a group of residents who joined in throughout the activity, and some who would join in at certain moments, meaning everyone engaged at some point throughout our time at the venue.

The team visited an average of 5 care centres on each tour, in June, December and March including a local community centre, engaging 311 participants.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2023**

#### **Charitable Activities 2022/23 (continued)**

##### **Kingsmoor Park Residency**

##### **Inspired Communities through taking part in dance led activity:**

In August we once again led a dance-focused residency, targeting residents on Kingsmoor Park Estate. The activity was initially delivered on Woking Common & then moved to Liquorice Lane, funding support from Metropolitan Thames Valley Housing. This 5-week residency took place at the end of July and throughout August, building on our 2021 activity. Westfield Common is an open green space that residents from the estate use quite regularly for accessing local general store. The team was onsite from 4pm – 5.30pm each Thursday, the objective to engage young people in organised activity, to reduce anti-social behaviour. Whilst the sessions were promoted to residents only, anyone in the area could join in.

17 young people signed up from the estate; eight others joined in; 4 Freelancers were employed to support the activity

#### **2. Inspired Learning**

Dance Woking seeks to increase audiences through an exceptional, engaging, creative and learning participation programme where young people and adults get access to outstanding professional dancers and dance companies. Participation can be through a series of workshops culminating in sharing's / platforms/ or personal development; where participants learn new skills and ways of moving and doing, choreography and teamwork. The projects may be linked to platforms and celebrations events taking place in a variety of different settings including indoor and outdoor settings. Dance Woking introduced new programmes to support the changing needs following the pandemic.

##### **Hunky Dory Dancer/Dance Surrey Youth Programme**

The Hunky Dory Dancer programme evolved out of lock down as a transition back to in person dance teaching. The focus on health and well being, enjoying being in company again after a long period of online teaching and dancing for fitness, health, wellbeing and enjoyment. The programme is designed to have a non-performance approach; however, schools are able to opt to participate in a platform alongside the club if they choose. The programme is designed to be accessible and inclusive and tailored to explore, inspire and boost confidence and self-esteem. We have developed a number of simple trackers as part of the club that help evidence the impact of those attending regular dance sessions on their health, fitness and well-being.

Termly themes included: Our Precious Planet, Urban Landscapes, The Queen's Reign, and Around the World.

Dance Woking re-introduced face-to-face dance into Surrey schools as either pre-school, lunchtime or after-school clubs and used this opportunity to consolidate the work to date, supporting a legacy further encouraging students to choose to dance in their spare time, as well as creating opportunities for freelance dance artists to be able to live and work in Surrey sustainably through a mixed portfolio career.

During the year a total of 672 students took part in a school-based Dance Woking Dance Club, leading to 3207 unique engagements. Each term Dance Woking worked with 11 school groups some were the same, but some joining the programme for one term only.

Testimonial Debbie Harrison, Deputy Head, Beaufort Primary School

*'We are really happy with the groups and all the teachers. It's been fabulous, and the children really love their classes. On chatting with the other senior leaders last week, we have acknowledged how much of a positive impact the dance classes are having on our children – which is just fab!'*

Targeted Youth groups and School groups were supported by Dance Woking whereby the group didn't need to contribute financially in order to engage in the Physical Health & Wellbeing Programmes. Additional support was also received through Surrey Youth Fund & Surrey Community Foundation.

The Jubilee Flash mob dance highlights the importance of giving access to students to take part in dance sessions at after school clubs as a way of empowering, engaging and inspiring them. We use dance as a tool for expression and trust, building strength and recognising potential to change and enhance students' lives. Dance not only keeps students active but grows their creativity and helps develop their life skills.

**Jubilee Flash mob Dance Mash-up:** <https://vimeo.com/742604517/e9c443ebd7>

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2023**

#### **Charitable Activities 2022/23 (continued)**

**Sheerwater Youth group:** Dance Woking led two Surrey Youth Games groups in Sheerwater Youth Centre. School years 3 to 6 (KS2) and years 7 to 9 (KS3). Students attending had no or little dance experience.

11 students from seven secondary schools, four had either a medical condition or SEND. Secondary Schools: Woking High, Winston Churchill School, Bishop David Brown, The Park School, Hoe Valley School, Fullbrook School and Woking High.

24 students from eight different primary schools and a special school, 6 with either a medical condition or SEND.

St Dunstan's Catholic Primary, Goldsworth Primary School, Broadmere Primary Academy, Sythwood Primary School, Pyrford CofE Primary, West Byfleet Junior School, Kingfield Primary School, Pirbright Primary.

Total sign-ups: 35 individual students. 2 performances on: 11 June & 18 June

**Highlights filmed by a parent helper, feedback captured by Dance Woking**

**<https://vimeo.com/747738681/c89f736529>**

Students were asked what the best element was:

*'making new friends' 'confidence to perform in front of people'*

*'I did struggle at first and then as weeks went on, it went much better'*

*'gained more confidence during singing and makes you want to do it more'*

#### **School Enrichment- Dazzle Days**

Dazzle Days are full school immersive days, designed as end of term enrichment days involving multiple groups or classes, all participating in short workshops based on one of the themes provided. Suitable for both Primary and Secondary Schools, the days help promote teamwork, resilience and new experiences. The themes delivered this year were linked to our other programmes of work, 'Carnival' & 'The Queen's Platinum Jubilee'.

Dance Woking delivered 10 enrichment days in six schools in July, engaging 2040 students

Feedback from schools:

Westfield Primary School said *'Thanks so much for coming in and running the dazzle days. From what I can gather from staff everyone was really impressed with how you got everyone (even our tricky ones) moving and they all had a brilliant time especially with the added parade element which was fantastic!'*

Kingfield Primary School said *'Thanks again for your hard work in organising and running the day I know there are a lot of children who have got a lot out of it especially the ones who may not have experienced anything like this before.'*

#### **Active Surrey Club4 Holiday Programme**

We have continued to take-part in this programme of work and skilled up our team to be able to deliver this activity. Target children aged 8-11 years, programme managed and distributed by Active Surrey. This has enabled us to broaden our reach to children who would otherwise not get access to high quality dance during the school holidays.

Club4 works towards the following outcomes:

- Creating a stronger connectivity with target families
- Increased community led provision
- Better connecting the hard to reach into the system
- Building capacity into the SEND and youth systems
- Promote participation in healthy, active lifestyles

Dance Woking delivered a 4-week programme at 2 venues in July and August. Leading accessible dance sessions, providing opportunities for participants to be creative through this art form as well as arts, crafts and music.

Our aim to build memorable experiences that form a positive legacy with dance and health that lasts beyond the holiday club. To create a relaxed, fun and safe environment, where new friendships were encouraged and participants get to thrive and shine and grow both their self-esteem and confidence. We provided themed series of enrichment activities that took participants 'around the world': each week we focused on a different geographical area/culture. These included: USA, Africa, South Asia & Brazil. This gave the team a rich and diverse pallet of cultures, dances and foods to play with. USA included cheerleading/line dancing; Rhythms of Africa included drumming & borbobor dancing; Brazil Samba & Carnival and South Asia included Kathak, Bollywood and samosas. 2022/23 provisions increased to two venues for four weeks, a total of 16 days. The largest scale holiday club that Dance Woking has delivered for Active Surrey.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2023**

#### **Charitable Activities 2022/23 (continued)**

#### **3. Inspired Performances**

Dance Woking seeks out exciting and innovative companies to present work at various locations and events in Woking & Surrey to engage with the diverse local communities that make up Woking & Surrey through a programme that enables them to watch, perform and take part in activity.

##### **Doorstep Duets with Matthew Bourne's New Adventures in 29 & 30 July**

This is the second year we have partnered with Matthew Bourne's New Adventures to bring *Doorstep Duets* to Woking residents. Dance Woking produced a 2-day tour schedule featuring 10 different communities in Woking. The tour was delivered in extremely hot weather, which caused issues on the second day resulting in a planned performance at Goldsworth Park being cancelled due to heat and Mayford Grange who had a lock-in due to a Covid-19 outbreak.

A total of 329 people watched the performances; 8 different venues visited: 4 care centres, residents over 65; 4 youth groups; 2 mixed intergenerational performances in Woking Town Centre and on Westfield Common.

The performances were very well received and brought joy to those who watched them. It was also extremely inspiring, especially for some of the youth groups and young people.

Comments include: *'Reliving memories of ballroom dancing', 'I wish I could dance all day', 'loved it', 'Inventive'*

Kingsmoor Park Estate Resident: an 8 year old boy commented to one of the male dancers: *'That's the best thing I've ever seen. When I grow up I want to be just like you'*

Youth leader, Audience member

*'I think it was amazing, ... it is a great way to get kids dancing, ...to explore different cultures and types of dancing'*

Westfield Primary School - Sports camp leader

*....'We've got a lot of children here who obviously don't want to be doing sports every day so it is nice to have a bit of variety. I know with the questions at the end, you can see by their faces they really enjoyed it, listening and watching something different. The creative side of things, to see how the kids actually acknowledged what was going on, read the story and they all loved it. With the amount of questions they had at the end obviously shows how good the creative element is for young kids and that they can love it which is nice'.*

Woking Town Centre visitor from Eastern Europe:

*'Well, I've seen beautiful dancing and it was just amazing, just the atmosphere was so peaceful and it really touched my soul. I have never seen this dance style before in my country. I am so happy that I walked by and got to see the whole thing, it was just amazing'.*

##### **ZoieLogic Dance Theatre 'Sleuth', October**

SLEUTH, a 360 immersive theatre experience performed by ZoieLogic Dance Theatre (ZDT), ran for three nights from Thursday 20 to Saturday 22 October. Pre-show hype was created with ZDT featuring a 2-day pop-up event in Woking Town Centre. Surrey TV was in attendance. Passers-by were encouraged to engage in a 'Whodunit?' game. In keeping with the key themes of SLEUTH; detective genre and the element of audience interaction, the performers and staff set the scene... A crime has been committed! Passers-by meet both suspects, asked them questions and helped the Detective. SLEUTH was presented in Christ Church Nave, an amazing, but challenging venue for this performance. Surrey Dance Network's first event took place on the opening night. SLEUTH sold out on two of the three nights. The support from both the public and dance community was very reassuring. The reaction highlights a desire for audiences to experience exciting and dynamic dance theatre in unusual spaces and the desire for dance professionals to come together to enhance and build on the strong dance community in Woking & Surrey.

Sam McCaffrey, CEO said *'SLEUTH was humorous and highly engaging. The performers stylising their characters as if in the 1950's, with ease. The use of the set by them was really quite something, the dancers managing to manoeuvre around the tiny space effortlessly. The ensemble pieces were highly explosive, with fast and furious fight scenes, just like in the comic strips of old. I enjoyed how the company allowed the audience to direct the sleuthing and dictate the direction, no two shows being the same'.*

A highly enjoyable evening rounded off by a Q&A with Artistic Director, Zoie Golding, who recently received an MBE for her work in communities. The Surrey Dance Network were treated to some insights into Zoie's world and work.'

Audience reactions included:

Leanne Thain, Director LDA based in Woking who brought a group said *'Loved it! So engaging, it was captivating, appropriate for all ages. Funny with moments of suspense'*

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2023**

#### **Charitable Activities 2022/23 (continued)**

##### **Innovate 2022, contemporary style community dance platform, 12 November**

Jubilee High School Theatre, Addlestone

144 dancers, hailing from eleven different dance schools, from across Woking and Surrey, came together to showcase their best work to a full house of supporters. Alongside the Surrey based dance schools were guest groups from Berkshire, Hampshire and London. The dance schools were asked to create work based on the stimulus 'new beginnings'. Two groups from First Dance Studios, based at Heather Farm, Horsell; a Junior & senior group from Zambesi Dance Company, based in Camberley; and Alexandra Dance Company based in Old Woking; Leanne Edwards School of Theatre Arts based in Knaphill, Woking.

What the community said about Innovate 2022:

Louise Bell, Cremona Dance Company, based at The Trinity Methodist Church in Woking, *'Innovate is a fabulous opportunity for the children to perform on stage in a friendly and warm environment. The parents love coming to see the students performing. Getting an insight into other dance companies work and seeing how an organisation like Dance Woking facilitates them all at these incredible events is both inspiring and reassuring for the local dance community'*.

Brittany Chalk, Dance Teacher from Integr8 Dance *'As a teacher, to bring my students to different workshops and experience different styles of dance is an amazing experience. It makes them versatile and it's so valuable for them and me as their teacher to give them that experience'*.

Sam McCaffrey Artistic Director, said, *'alongside the performance opportunity, this year we also were able to offer taster workshops in Kathak and Bollywood dance styles. We wanted the dancers to be able to try out styles that they haven't done before and diversify their experiences. Professional dance artist Jalpa Vala led the dance workshops from Amina Khayyam Dance Company. We had some amazing feedback including comments like: it was brilliant to learn about where the styles come from and the meaning behind each dance move and I thought it was a really good experience because it was something we hadn't done before. This was a great experiment and something we will offer again.'*

##### **Young Dancemakers Schools & Colleges Dance Platform, 29 November**

Jubilee High School Theatre, Addlestone

A non-competitive performance platform, the input of the young people's movement included in the choreography is encouraged. All the groups performing have the opportunity to watch each other during the dress rehearsal, providing peer-to-peer support and inspiration. This opportunity boosts confidence and prepares for the performance element of the evening. All groups unite on stage at the end. 108 students took part from Horsell CofE Junior School, Broadmere Primary Academy, Kings Academy Binfield, Horsell Village School, Westfield Primary School, New Monument Primary Academy, Richmond on Thames College and Woking College. The groups used the extremely topical and very relevant theme of Rhythm Storm as their stimulus.

FuzzyLogic, an all male dance group from Southampton, choreographed by Zoie Golding MBE (Artistic Director, Zoie Logic Dance Theatre) closed the platform with their inspired piece 'Masked' a thought provoking piece about remembering we are all just humans. One parent whose child took part said *'my son had kept very quiet about the piece at home, seemed extremely nervous about taking part so I couldn't believe the difference in his persona when I saw him perform so energetically and confidently on stage, a sheer delight to see how he had come out of his shell'*.

##### **Mini Mela February 2023**

Dance Woking's first mini festival at Buzz Studio, WBC's new studio theatre situated in the heart of Woking town centre, made possible by funding from Arts Council England's Project grant fund and Woking Borough Council.

- 2 professional performances targeting South Asian community at Buzz Studio
- 14 Creatives took part in the festival including dancers, choreographers, filmmaker, & tech specialists
- First South Asian female led stand-up comedy club
- Double Bill Film afternoon at ATG's Nova Cinema
- Surrey Dance Network, second networking meeting hosted by DW to showcase Buzz and Mini Mela
- 190 people supported the Mini Mela,
- 30 took part in the Community dance Platform
- 126 volunteer hours

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2023**

#### **Charitable Activities 2022/23 (continued)**

##### **Mini Mela February 2023 continued**

Sam McCaffrey CEO said *'We have been working with Amina Khayyam for over ten years, and it is so exciting to be expanding our work to bring a dance led Mini Mela to Woking. We invited Amina Khayyam Dance, a company who uses dance to highlight feminine issues, to curate the festival. They have put together a dynamic programme featuring a mix of South Asian films, stand-up comedy, live dance performances accompanied by musicians, as well as post show talks. Alongside the professional programme we are hosting a community platform. We are delighted with the support we have had from the dance community for this inaugural event. I would describe this festival as a fringe event and I would urge anyone who is curious, interested in seeing something new, would like to feel nostalgic with a Bollywood Blockbuster or enjoys stand-up to support the festival'.*

Amina Khayyam and two company dancers, Jane Chan and Abirami Eswar performed Striped Sari. Playing alongside the dancers were musicians Debasish Mukherjee, on tabla and Iain McHugh, cello. A very personal piece that started its journey in AKDC's workshop with Liaise Women's exploring their identity through what was once the national dress for South Asian women. A lively question and answer session followed the performance;

Feedback included from one audience member: *'I found the Q&A inspiring. What a pleasure to be in the presence of such articulate, intelligent and knowing women.....I could have listened to the conversation about the Sari, the culture, the history and difficulties faced by Asian women both from the husbands and male relatives and the sense of not belonging to either the East or West'.*

At the opening performance on 23 February were members from Surrey Dance Network, along with members of the public and supporters of Dance Woking, and Liaise Women's Centre who provided the delicious South Asian inspired appetizers.

*'Motivational', 'educational', 'informative' - Audience Feedback Striped Sari*

#### **4. Inspired Talent Growth**

##### **Supported & Associated Artists**

Dance Woking is committed to supporting the next generation of dance Creatives through a variety of pathways including Dance Surrey Directory & Dance Surrey PRO. Whilst Dance Woking is committed to these two directories the focus for 2022/23 has been to re-engage our Outreach Team with in-person delivery. Dance Woking has continued to up skill its freelance team through accredited training to support various projects such as Club4.

Through a small amount of seed funding from Surrey Arts Partnership, Dance Woking has joined a group of Surrey based Dance Creatives to form Surrey Dance Network, joining the steering committee and taking on the management of the budget and Administrator. Launched in October 2022 the group hope to harness and connect Surrey's talent, skill and creativity into one, efficient place to shout out and find out about opportunities for dance in the county.

#### **FINANCIAL REVIEW**

##### **Financial position**

###### **Overview**

2022/23 continued to be a challenging year for Dance Woking; the impact the pandemic had on the local economy and communities. There is additional pressure on securing funds leading to further long term uncertainty. Dance Woking has had to continue to re-evaluate its position, how it can best support the local community, remain relevant and sustainable. Being a small, agile organisation, meant that the team was able to adapt to the changed environment.

2022/23 has seen a continued drop in funding from Woking Borough Council. We have continued to rely on reserves carried over from previous years to support project delivery. The organisation was encouraged to apply to Arts Council England to become a National Portfolio Organisation (NPO). The focus of the new round being on local and grass routes, which was a better fit for Dance Woking. Applying for the NPO took a lot of staff and Trustee time and whilst it helped the organisation take a longer strategic view, funding to other Trusts and Foundations was put on hold. Dance Woking was unsuccessful in its NPO request which put additional strain on Dance Woking's financial position. A successful Project Grant from Arts Council England and confirmation from WBC their grant enabled Dance Woking to look at options going forward to help better the organisations financial security. In line with Dance Woking's continuing ambition to have a broad number of funders, grants received from Surrey Community Foundation, Active Surreys Club4, Shanly Foundation and Metropolitan Thames Housing. The projects delivered continued to factor in risk assessments to take into account any Covid-19 restrictions.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2023**

#### **FINANCIAL REVIEW continued**

Dance Woking's (DW's) financial period for these accounts runs from 6 April 2022 to 5 April 2023

#### **Principal funding sources**

- Arts Council England - Project Grant
- Woking Borough Council
- Surrey Community Foundation - Queen's Platinum Jubilee Celebration
- Surrey Community Foundation - Strategy Fund
- Active Surrey - Club4 Holiday Programme
- Active Surrey - Together Fund
- Surrey Arts Partnership
- Shanly Foundation
- Metropolitan Thames Valley - Kingsmoor Park Estate
- Earned income through Ticket sales. Memberships and workshops

In 2022/23 funding support was received from Arts Council England's Project grants scheme to enable Dance Woking to widen community participation focussing on targeted communities deepening our relationships to help inspire and increase confidence, support place making, community cohesion and develop new ways of working. The project focussed on the human condition and raised awareness of socio-political and environmental issues, to help bring joy, raise aspirations and increase confidence with engaging in culture and using it as a tool for place making.

Woking Borough Council's (WBC) continued support of Dance Woking is essential to enable the organisation to focus on developing more meaningful, unique and enriching engagement opportunities with different community groups to build a greater level of grass-roots support giving more depth to the participants' experience. The funding allows us to get match support from other Trusts and Foundations and enables us to plan the programme of activity with confidence that supports WBC's ambitions for its local residents. The way that the Borough are now managing the grant has put further financial strain on the organisation as it was unclear at the start of the financial year the actual grant that would be afforded to deliver work. Whilst a programme of creative and inspiring work was delivered it isn't a situation the organisation wants to see into the future as more certainty is required to be able to plan a programme that is impactful and achieves its aims and objectives.

Surrey Community Foundations funding has enabled us to focus on key areas including engagement programmes for the over 65's and those isolated by Covid-19 and younger members of our community whose mental and physical health has also been impacted. A strategic grant carried into 23/24 to support step change and widening participation should also help future proof Dance Woking.

Dance Woking has continued to support the HAF4 Programme during Easter, Summer and the Christmas Holiday period. Targeted at children (primary, secondary and those with special educational needs and disabilities) who receive benefits-related Free School Meals (FSM). There are more than 17,000 children who receive free school meals in Surrey. Surrey County Council anticipates receiving up to £1.9 million from Department of Education (DoE) to deliver this programme. The programme is also available to children not eligible for free school meals, who can pay to attend. The key aims of the scheme are to provide:

- High quality enriching activities, which includes at least one hour of physical activity
- A healthy nutritious meal
- Skills, activities/classes aimed at helping children and their parents to make healthy and affordable choices
- A positive legacy that lasts longer than the experience
- Dance Woking also continued to build its relationship with Stanwell Events and bring creative dance activity to their Fit & Fed Clubs, delivered in the School holidays including the October break.

Dance Woking supported Surrey Arts Partnership's Arts Council England Funded Project, to create a new group Surrey Dance Network with a focus on supporting creative freelance dance artists in Surrey.

#### **Earned income**

Dance Woking was able to start to earn income through ticketed events and workshops.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2023**

#### **FINANCIAL REVIEW (continued)**

##### **Reserves policy**

Dance Woking's reserves policy is reviewed and revised annually and the sum set aside increased to manage the potential necessity to close the organisation. The reserves policy includes redundancy costs, based on Dance Woking's Redundancy Policy, for the current staff team as well as costs of winding up the organisation if the situation requires it. The reserves policy will continue to be reviewed annually and keep a minimum administration reserve of 3 months basic operating costs along with any redundancy commitments. The board sets the level of the reserve fund on an annual basis.

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The company is incorporated under the Companies Act, and its governing document is its memorandum and articles of association. The company is a registered charity.

##### **Charity constitution**

Dance Woking is a registered charity and is governed by an elected Board of Trustees who steer the organisation in its mission via the Executive Producer/Director's vision.

##### **Risk Management**

Dance Woking, as a charity and an arts organisation working in the performing arts, is exposed to a number of risks. The board has identified risks and undertaken steps in mitigating these. The risks relate to financial, managerial, compliance and programme conditions all of which are collated in a Dance Woking Risk Register. The Register, health and safety at work, safeguarding and risk management is reviewed and monitored regularly by the board at its meetings. Dance Woking undertakes a risk assessment of each project and programme related activity. The Risk Assessment includes a new Covid19 element which is updated regularly inline with Government Guidelines and requirements.

##### **Governance**

Dance Woking benefits from the support of a well-engaged and active Board, comprising individuals from the arts and local communities, their experience covers a range of areas including dance education in both publicly funded arts organisations and schools, governance, fundraising, private dance sector, business development and choreography

##### **Changes in Management and Governance**

2022/2023 saw changes to the Board, two Trustees left during the year; Shakira Cutting and Carla Kingham. A new Trustee was appointed Lisa Samos. The appointment brings additional skills and experience to the Board. The organisation has been working with a consultant since January to look at how we can deliver our vision and mission differently, with a focus on who we are for and the impact we want to have supporting community and funders aims that align with our own.

Dance Woking received sponsorship from AKIKO Design, supporting the Jubilee branded T-shirts; Victoria Place Management who provided an empty shop to support the Jubilee celebration event; WBC's accredited scheme, reduced the cost of hiring Buzz Studio; as well as staff assistance from the community team on 10 & 11 June.

##### **Board of Trustees**

Katie Paling

Alan Sutherland

Ross Carter

Carla Kingham (resigned 13.5.22)

Karen Robinson

Shakira Cutting (resigned 13.5.22)

Carol Deakins

Lisa Samos (appointed 28.7.22)

##### **Management**

Sam McCaffrey, CEO/Artistic Director has been leading the team since November 2010. Eleanor Dowling has brought further stability to the team as she entered her fourth year with Dance Woking, as Engagement Manager. Hayley Green has been retained through a further contract extension in the role of Communication and Administrations Coordinator with a focus on supporting Dance Woking's social media presence and website administration. Due to financial pressures Lilia Calnev's role was made redundant in October 2022. The economic environment continues to be challenging and a further step change to navigate through the changed environment is required for 23/24.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2023**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT continued**

Dance Woking relies on its well-established network of creative freelancers to support our small-dedicated staff team; the pandemic particularly affected this community. 2022/23 has seen the impact on the freelance community with more leaving it and taking more sustainable employment. This has made it more difficult to cover some of our outreach projects.

Dance Woking, has a dedicated team of volunteers to help deliver our programme of activities and events and enable us to extend our reach and engagement. The negative effect of the pandemic continues in this area. Support through work experience student opportunities in higher education has helped enormously, however this is an area that requires additional focus in 23/24.

Dance Woking is a member of NCVO, which provides support for Trustees; we list Volunteer and Trustee opportunities on websites like Better Impact, Woking Borough Council's volunteer scheme, Voluntary Action South West Surrey.

#### **Organisational development**

By developing more meaningful, unique and enriching engagement opportunities with different community groups we are able to build a greater level of grass roots support giving more depth to the participants experience. We want to be able to continue to inspire and surprise our audiences and supporters by our offer and have learnt that in order to do this we need to continue to innovate and develop our ideas and how we engage with different communities within Woking and Surrey. The last 12 months has continued to make this very challenging for Dance Woking, however the organisation has managed to start to deliver face-to-face activity including community platforms and professional performances.

James Gough (GJG Consulting) supported Dance Woking in developing an application to Arts Council England to become a National Portfolio Organisation. The application was to also help Dance Woking make a step change in order to grow and increase reach. The effects of the Pandemic continue to add to the already challenging political and financial landscape, exacerbated by the war in Europe. The changes we are experiencing require us to develop new strategies, new resources and approaches to make us a more sustainable and resilient organisation, but also relevant to the communities we serve. We used the Arts Council's NPO application process to help us reshape our thinking and consolidate ideas that we have been formulating during the last year. Dance Woking will continue to seek to further strengthen the Board to fill some of the skills gaps identified and also seek to strengthen its relevance by ensuring it is inclusive and diverse and represents the community we serve. Board development and recruitment including Board skills has continued to be a focus for us in 2022/23.

##### **1. Hybrid working:**

Dance Woking has continued with a hybrid model of working, however all activity is now delivered in person. The team recognise the benefits of face to face and a more balanced approach with an office base being explored. The organisation has a storage unit in Goldsworth Park through support from Woking Borough Council.

##### **2. Focus on skills development and strategy for NPO application:**

The work Dance Woking invested in, including Change Creation - People Make IT Work has helped Dance Woking prepare for an application to Arts Council England's to become an NPO, although further work was required in to increase Dance Woking's capacity.

##### **3. Brand Development**

Dance Woking's online presence has continued to improve by having a staff member having a focus on increasing Dance Woking's reach. The aim to continue to build our audience, delivering regular weekly postings on social media mixing reflections and features with highlights from previous platforms, participation, and other activities. Regular themes encouraged continued engagement.

Online reach 52,550

19,400 Instagram (this is an increase of 85% compared to the previous year)

33,150 Facebook (this is an increase of 1.3K compared to the previous year)

Paid reach has increased by 226.7% at 21,096, Dance Woking spent £141.99 on targeted paid campaigns

Dance Woking has stopped posting on Twitter since its change to its new brand X

##### **4. Sponsorship: AKIKO Ltd continued to support Dance Woking through brand development and merchandise**

**DANCE WOKING LIMITED**

**REPORT OF THE TRUSTEES**  
**for the year ended 5 April 2023**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**  
02963208 (England and Wales)

**Registered Charity number**  
1042690

**Registered office**

Station House  
Connaught Road  
Brookwood  
WOKING  
Surrey  
GU24 0ER

**Trustees**

K Paling  
~~T Stevenson~~  
A Sutherland  
K Robinson  
R Carter  
C Kingham (resigned 13.5.22)  
S Cutting (resigned 13.5.22)  
~~T L Stevenson~~  
C M Deakins  
L J Williams (appointed 28.7.22)

The directors of the company act as the trustees and are elected by the members. The directors who held office during the year are listed in the information sheet.

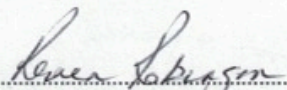
Executive powers of the charity are delegated to the Executive Director and employees of the organisation.

**Company Secretary**  
S McCaffrey

**Independent Examiner**

HPCA Limited  
Station House  
Connaught Road  
Brookwood  
Woking  
Surrey  
GU24 0ER

Approved by order of the board of trustees on 7/12/2023 and signed on its behalf by:

  
K Robinson - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF**  
**DANCE WOKING LIMITED**

**Independent examiner's report to the trustees of Dance Woking Limited ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 5 April 2023.

**Responsibilities and basis of report**

As the charity's 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').

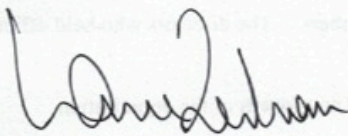
Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). 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:

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.



Lance Redman BSc ACA FCCA

HPCA Limited  
Station House  
Connaught Road  
Brookwood  
Woking  
Surrey  
GU24 0ER

Date: ..... 8 December 2023.

**DANCE WOKING LIMITED**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**for the year ended 5 April 2023**

|                                        |       | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2023<br>Total<br>funds<br>£ | 2022<br>Total<br>funds<br>£ |
|----------------------------------------|-------|----------------------------|--------------------------|-----------------------------|-----------------------------|
|                                        | Notes |                            |                          |                             |                             |
| <b>INCOME AND ENDOWMENTS FROM</b>      |       |                            |                          |                             |                             |
| Donations and legacies                 | 2     | 58,000                     | 76,153                   | 134,153                     | 99,451                      |
| <b>Charitable activities</b>           |       |                            |                          |                             |                             |
| Dance events and workshops             |       | 33,826                     | -                        | 33,826                      | 14,100                      |
| Investment income                      | 3     | 385                        | -                        | 385                         | 12                          |
| Other income                           |       | <u>-</u>                   | <u>-</u>                 | <u>-</u>                    | <u>3,319</u>                |
| <b>Total</b>                           |       | <u>92,210</u>              | <u>76,154</u>            | <u>168,364</u>              | <u>116,882</u>              |
| <br><b>EXPENDITURE ON</b>              |       |                            |                          |                             |                             |
| Raising funds                          |       | 18,342                     | -                        | 18,342                      | 5,207                       |
| <b>Charitable activities</b>           | 4     |                            |                          |                             |                             |
| Dance events and workshops             |       | <u>85,910</u>              | <u>54,985</u>            | <u>140,895</u>              | <u>128,884</u>              |
| <b>Total</b>                           |       | <u>104,252</u>             | <u>54,985</u>            | <u>159,237</u>              | <u>134,091</u>              |
| <br><b>NET INCOME/(EXPENDITURE)</b>    |       | (12,042)                   | 21,169                   | 9,127                       | (17,209)                    |
| <br><b>RECONCILIATION OF FUNDS</b>     |       |                            |                          |                             |                             |
| Total funds brought forward            |       | <u>79,784</u>              | <u>1,478</u>             | <u>81,262</u>               | <u>98,471</u>               |
| <br><b>TOTAL FUNDS CARRIED FORWARD</b> |       | <u><u>67,742</u></u>       | <u><u>22,647</u></u>     | <u><u>90,389</u></u>        | <u><u>81,262</u></u>        |

The notes form part of these financial statements

**DANCE WOKING LIMITED**

**BALANCE SHEET**

**5 April 2023**

|                                              | Notes | 2023<br>£     | 2022<br>£     |
|----------------------------------------------|-------|---------------|---------------|
| <b>FIXED ASSETS</b>                          |       |               |               |
| Tangible assets                              | 10    | 1,898         | 2,530         |
| <b>CURRENT ASSETS</b>                        |       |               |               |
| Debtors                                      | 11    | 30,856        | 4,228         |
| Cash at bank and in hand                     |       | <u>67,776</u> | <u>86,568</u> |
|                                              |       | 98,632        | 90,796        |
| <b>CREDITORS</b>                             |       |               |               |
| Amounts falling due within one year          | 12    | (10,141)      | (12,064)      |
| <b>NET CURRENT ASSETS</b>                    |       | <u>88,491</u> | <u>78,732</u> |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |       | <u>90,389</u> | <u>81,262</u> |
| <b>NET ASSETS</b>                            |       | <u>90,389</u> | <u>81,262</u> |
| <b>FUNDS</b>                                 | 14    |               |               |
| Unrestricted funds                           |       | 67,742        | 79,784        |
| Restricted funds                             |       | <u>22,647</u> | <u>1,478</u>  |
| <b>TOTAL FUNDS</b>                           |       | <u>90,389</u> | <u>81,262</u> |

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 5 April 2023.

The members have not required the company to obtain an audit of its financial statements for the year ended 5 April 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on

7/12/2023 and were signed on its behalf by:



K Robinson - Trustee

The notes form part of these financial statements

## **DANCE WOKING LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS** **for the year ended 5 April 2023**

#### **1. ACCOUNTING POLICIES**

##### **Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

##### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

##### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

##### **Charitable activities**

These are the costs of running the various projects within the charity and are made up of the marketing costs and an allocation of support costs.

##### **Governance costs**

These represent those costs attributed to the governance of the charity.

##### **Allocation and apportionment of costs**

The support costs are the costs associated with the management and administration of the charity. These costs are apportioned on the percentage of time spent or the amount of usage.

##### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings                      - 25% on reducing balance

Assets under £500 are not capitalised and are shown as part of the project costs to which they belong.

##### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### **Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2023**

**1. ACCOUNTING POLICIES - continued**

**Facilities and services provided by third parties**

Certain services and facilities are provided free or subsidised by third parties such as Woking Borough Council (as referred to in note 2). For values that are quantifiable and which relate to services provided in connection with specific projects, these have been shown in the accounts as both income and costs. For more general facilities used, these have not been reflected in the SOFA, because in the opinion of the directors the impact of inclusion would make the accounts appear misleading.

**Members liability**

The company is limited by guarantee and the liability of the members is limited to £1 each.

**2. DONATIONS AND LEGACIES**

|        | 2023           | 2022          |
|--------|----------------|---------------|
|        | £              | £             |
| Grants | <u>134,153</u> | <u>99,451</u> |

Donated services received from third parties have been included as both income and costs. However, the charitable company also receives subsidised use of rooms and facilities from Woking Borough Council mainly within Buzz Studio and Rhoda McGaw Theatre during the year for rehearsing and performing of shows. These have not been included as their inclusion would make the figures appear misleading.

Grants received, included in the above, are as follows:

|                                                  | 2023           | 2022          |
|--------------------------------------------------|----------------|---------------|
|                                                  | £              | £             |
| Arts Council England - Project Grant             | 28,500         | 15,000        |
| Woking Borough Council                           | 58,000         | 64,832        |
| Surrey Community Foundation - Dance for health   | -              | 4,493         |
| Surrey Community Foundation - Strategy Fund      | 13,587         | -             |
| Active Surrey - HAF4 Programme                   | 16,016         | 8,781         |
| Surrey Arts Partnership                          | 1,000          | 800           |
| Surrey Community Foundation - Still Dancing Gold | -              | 4,420         |
| Metropolitan Thames Valley Kingsmoor Park Estate | 1,055          | 1,125         |
| Shanly Foundation                                | 1,000          | -             |
| Surrey Community Foundation - Platinum Jubilee   | 10,000         | -             |
| Active Surrey - Together Fund                    | <u>4,995</u>   | <u>-</u>      |
|                                                  | <u>134,153</u> | <u>99,451</u> |

**3. INVESTMENT INCOME**

|                          | 2023       | 2022      |
|--------------------------|------------|-----------|
|                          | £          | £         |
| Deposit account interest | <u>385</u> | <u>12</u> |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2023**

**4. CHARITABLE ACTIVITIES COSTS**

|                            | Direct<br>Costs<br>£ | Support<br>costs (see<br>note 5)<br>£ | Totals<br>£    |
|----------------------------|----------------------|---------------------------------------|----------------|
| Dance events and workshops | <u>58,941</u>        | <u>81,954</u>                         | <u>140,895</u> |

**5. SUPPORT COSTS**

|                            | Management<br>£ | Governance<br>costs<br>£ | Totals<br>£   |
|----------------------------|-----------------|--------------------------|---------------|
| Dance events and workshops | <u>77,270</u>   | <u>4,684</u>             | <u>81,954</u> |

Support costs, included in the above, are as follows:

**Management**

|                             | 2023<br>Dance<br>events<br>and<br>workshops<br>£ | 2022<br><br>Total<br>activities<br>£ |
|-----------------------------|--------------------------------------------------|--------------------------------------|
| Wages                       | 56,843                                           | 68,929                               |
| Social security             | 5,876                                            | 1,549                                |
| Pensions                    | 3,501                                            | 2,584                                |
| Telephone & internet        | 713                                              | 1,307                                |
| Office stationery & postage | 19                                               | 125                                  |
| Insurance                   | 1,878                                            | 1,856                                |
| Staff & board training      | 6,507                                            | 4,240                                |
| Memberships & Fees          | 609                                              | 310                                  |
| Admin support               | 969                                              | 502                                  |
| Bank charges & interest     | 180                                              | -                                    |
| Miscellaneous               | <u>175</u>                                       | <u>-</u>                             |
|                             | <u>77,270</u>                                    | <u>81,402</u>                        |

**Governance costs**

|                         | 2023<br>Dance<br>events<br>and<br>workshops<br>£ | 2022<br><br>Total<br>activities<br>£ |
|-------------------------|--------------------------------------------------|--------------------------------------|
| Accountancy fees        | 2,064                                            | 1,760                                |
| Independent examination | <u>2,620</u>                                     | <u>2,140</u>                         |
|                         | <u>4,684</u>                                     | <u>3,900</u>                         |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2023**

**6. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

|                             | 2023       | 2022       |
|-----------------------------|------------|------------|
|                             | £          | £          |
| Depreciation - owned assets | <u>632</u> | <u>843</u> |

**7. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 5 April 2023 nor for the year ended 5 April 2022.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 5 April 2023 nor for the year ended 5 April 2022.

**8. STAFF COSTS**

|                       | 2023          | 2022          |
|-----------------------|---------------|---------------|
|                       | £             | £             |
| Wages and salaries    | 72,553        | 73,415        |
| Social security costs | 7,723         | 2,046         |
| Other pension costs   | <u>4,286</u>  | <u>2,808</u>  |
|                       | <u>84,562</u> | <u>78,269</u> |

The average monthly number of employees during the year was as follows:

|            | 2023     | 2022     |
|------------|----------|----------|
|            | <u>2</u> | <u>4</u> |
| Management |          |          |

No employee received emoluments in excess of £60,000.

The total remuneration for key management personnel in the year was £55,500. (2022: £51,000)

**9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

|                                   | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>funds<br>£ |
|-----------------------------------|----------------------------|--------------------------|---------------------|
| <b>INCOME AND ENDOWMENTS FROM</b> |                            |                          |                     |
| Donations and legacies            | 64,832                     | 34,619                   | 99,451              |
| <b>Charitable activities</b>      |                            |                          |                     |
| Dance events and workshops        | 14,100                     | -                        | 14,100              |
| Investment income                 | 13                         | (1)                      | 12                  |
| Other income                      | <u>3,319</u>               | <u>-</u>                 | <u>3,319</u>        |
| <b>Total</b>                      | <u>82,264</u>              | <u>34,618</u>            | <u>116,882</u>      |
| <b>EXPENDITURE ON</b>             |                            |                          |                     |
| Raising funds                     | 5,207                      | -                        | 5,207               |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2023**

**9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

|                                        | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>funds<br>£      |
|----------------------------------------|----------------------------|--------------------------|--------------------------|
| <b>Charitable activities</b>           |                            |                          |                          |
| Dance events and workshops             | <u>85,240</u>              | <u>43,644</u>            | <u>128,884</u>           |
| <b>Total</b>                           | <u>90,447</u>              | <u>43,644</u>            | <u>134,091</u>           |
| <br><b>NET INCOME/(EXPENDITURE)</b>    | <br>(8,183)                | <br>(9,026)              | <br>(17,209)             |
| <br><b>RECONCILIATION OF FUNDS</b>     |                            |                          |                          |
| Total funds brought forward            | <u>87,967</u>              | <u>10,504</u>            | <u>98,471</u>            |
| <br><b>TOTAL FUNDS CARRIED FORWARD</b> | <br><u><u>79,784</u></u>   | <br><u><u>1,478</u></u>  | <br><u><u>81,262</u></u> |

**10. TANGIBLE FIXED ASSETS**

|                                  | Fixtures<br>and<br>fittings<br>£ |
|----------------------------------|----------------------------------|
| <b>COST</b>                      |                                  |
| At 6 April 2022 and 5 April 2023 | <u>11,781</u>                    |
| <br><b>DEPRECIATION</b>          |                                  |
| At 6 April 2022                  | 9,251                            |
| Charge for year                  | <u>632</u>                       |
| At 5 April 2023                  | <u>9,883</u>                     |
| <br><b>NET BOOK VALUE</b>        |                                  |
| At 5 April 2023                  | <u><u>1,898</u></u>              |
| At 5 April 2022                  | <u><u>2,530</u></u>              |

**11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                | 2023<br>£            | 2022<br>£           |
|----------------|----------------------|---------------------|
| Accrued income | 30,164               | 3,918               |
| Prepayments    | <u>692</u>           | <u>310</u>          |
|                | <u><u>30,856</u></u> | <u><u>4,228</u></u> |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2023**

**12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                 | 2023          | 2022          |
|---------------------------------|---------------|---------------|
|                                 | £             | £             |
| Trade creditors                 | 1,131         | 2,351         |
| Social security and other taxes | 2,413         | 2,312         |
| Accruals and deferred income    | 2,432         | -             |
| Accrued expenses                | <u>4,165</u>  | <u>7,401</u>  |
|                                 | <u>10,141</u> | <u>12,064</u> |

**13. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

|                     | Unrestricted<br>funds | Restricted<br>funds | 2023<br>Total<br>funds | 2022<br>Total<br>funds |
|---------------------|-----------------------|---------------------|------------------------|------------------------|
|                     | £                     | £                   | £                      | £                      |
| Fixed assets        | 1,898                 | -                   | 1,898                  | 2,530                  |
| Current assets      | 75,985                | 22,647              | 98,632                 | 90,796                 |
| Current liabilities | <u>(10,141)</u>       | <u>-</u>            | <u>(10,141)</u>        | <u>(12,064)</u>        |
|                     | <u>67,742</u>         | <u>22,647</u>       | <u>90,389</u>          | <u>81,262</u>          |

**14. MOVEMENT IN FUNDS**

|                                                       | At 6.4.22<br>£ | Net<br>movement<br>in funds<br>£ | At<br>5.4.23<br>£ |
|-------------------------------------------------------|----------------|----------------------------------|-------------------|
| <b>Unrestricted funds</b>                             |                |                                  |                   |
| General fund                                          | 75,784         | (12,042)                         | 63,742            |
| IT Fund                                               | <u>4,000</u>   | <u>-</u>                         | <u>4,000</u>      |
|                                                       | 79,784         | (12,042)                         | 67,742            |
| <b>Restricted funds</b>                               |                |                                  |                   |
| Surrey Community Foundation                           | 1,478          | (1,478)                          | -                 |
| Active Surrey - HAF4 Programme                        | -              | 3,074                            | 3,074             |
| Metropolitan Thames Valley - Kingsmoor<br>Park Estate | -              | 180                              | 180               |
| Active Surrey - Together Fund Project                 | -              | 4,995                            | 4,995             |
| Surrey Community Foundation - Strategy<br>Fund        | -              | 13,587                           | 13,587            |
| Surrey Arts Partnership                               | <u>-</u>       | <u>811</u>                       | <u>811</u>        |
|                                                       | <u>1,478</u>   | <u>21,169</u>                    | <u>22,647</u>     |
| <b>TOTAL FUNDS</b>                                    | <u>81,262</u>  | <u>9,127</u>                     | <u>90,389</u>     |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2023**

**14. MOVEMENT IN FUNDS - continued**

Net movement in funds, included in the above are as follows:

|                                                       | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|-------------------------------------------------------|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b>                             |                            |                            |                           |
| General fund                                          | 92,210                     | (104,252)                  | (12,042)                  |
| <b>Restricted funds</b>                               |                            |                            |                           |
| Surrey Community FoundationReport - Platinum Jubilee  | 10,000                     | (10,000)                   | -                         |
| Surrey Community Foundation                           | -                          | (1,478)                    | (1,478)                   |
| Active Surrey - HAF4 Programme                        | 16,017                     | (12,943)                   | 3,074                     |
| Shanly Foundation                                     | 1,000                      | (1,000)                    | -                         |
| Metropolitan Thames Valley - Kingsmoor<br>Park Estate | 1,055                      | (875)                      | 180                       |
| Active Surrey - Together Fund Project                 | 4,995                      | -                          | 4,995                     |
| Surrey Community Foundation - Strategy<br>Fund        | 13,587                     | -                          | 13,587                    |
| Arts Council England - Project Grant                  | 28,500                     | (28,500)                   | -                         |
| Surrey Arts Partnership                               | 1,000                      | (189)                      | 811                       |
|                                                       | <u>76,154</u>              | <u>(54,985)</u>            | <u>21,169</u>             |
| <b>TOTAL FUNDS</b>                                    | <u>168,364</u>             | <u>(159,237)</u>           | <u>9,127</u>              |

**Comparatives for movement in funds**

|                                      | At 6.4.21<br>£ | Net<br>movement<br>in funds<br>£ | At<br>5.4.22<br>£ |
|--------------------------------------|----------------|----------------------------------|-------------------|
| <b>Unrestricted funds</b>            |                |                                  |                   |
| General fund                         | 83,967         | (8,183)                          | 75,784            |
| IT Fund                              | <u>4,000</u>   | <u>-</u>                         | <u>4,000</u>      |
|                                      | 87,967         | (8,183)                          | 79,784            |
| <b>Restricted funds</b>              |                |                                  |                   |
| Arts Council England - Project grant | 1,265          | (1,265)                          | -                 |
| Sportivate - Satellite Club          | 2,432          | (2,432)                          | -                 |
| Surrey Community Foundation          | <u>6,807</u>   | <u>(5,329)</u>                   | <u>1,478</u>      |
|                                      | <u>10,504</u>  | <u>(9,026)</u>                   | <u>1,478</u>      |
| <b>TOTAL FUNDS</b>                   | <u>98,471</u>  | <u>(17,209)</u>                  | <u>81,262</u>     |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2023**

**14. MOVEMENT IN FUNDS - continued**

Comparative net movement in funds, included in the above are as follows:

|                                      | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|--------------------------------------|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b>            |                            |                            |                           |
| General fund                         | 82,264                     | (90,447)                   | (8,183)                   |
| <b>Restricted funds</b>              |                            |                            |                           |
| Arts Council England – Project grant | 15,000                     | (16,265)                   | (1,265)                   |
| Sportivate - Satellite Club          | -                          | (2,432)                    | (2,432)                   |
| Surrey Community Foundation          | 8,912                      | (14,241)                   | (5,329)                   |
| Active Surrey - HAF4 Programme       | 8,781                      | (8,781)                    | -                         |
| Waverley Council                     | 800                        | (800)                      | -                         |
| Thames Valley Residency              | <u>1,125</u>               | <u>(1,125)</u>             | <u>-</u>                  |
|                                      | <u>34,618</u>              | <u>(43,644)</u>            | <u>(9,026)</u>            |
| <b>TOTAL FUNDS</b>                   | <u>116,882</u>             | <u>(134,091)</u>           | <u>(17,209)</u>           |

During the year a purchase of a laptop for £450 was made from the High Sheriff Youth fund, which has now been transferred to the General fund.

**15. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 5 April 2023.

**DANCE WOKING LTD**

England & Wales - Charity number 1042690

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# Accounts

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**DANCE WOKING LIMITED**  
**UNAUDITED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2022**

HPCA Limited  
Chartered Accountants  
Station House  
Connaught Road  
Brookwood  
Woking  
Surrey  
GU24 0ER

**DANCE WOKING LIMITED**

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**for the year ended 5 April 2022**

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**DANCE WOKING LIMITED**

**REPORT OF THE TRUSTEES**  
**for the year ended 5 April 2022**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 5 April 2022. The trustees have adopted the provisions of 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) (effective 1 January 2019).

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2022**

#### **OBJECTIVES AND ACTIVITIES**

##### **OBJECTS AND ACTIVITIES FOR THE PUBLIC BENEFIT**

Dance Woking's Objects as seen in the company's Articles of Association are:

To advance education for the public benefit by the promotion of the arts particularly but not exclusively the art of dance.

Established in 1994, Dance Woking is an innovative dance organisation that provides accessible opportunities to watch, perform and take part in dance. We have nurtured and sustained the overall dance ecology in the town benefitting many thousands of people as performers, participants or audiences.

Our primary aim has always been to provide high quality, creative experiences that inspire artists, audiences, participants and communities. Our work is predominantly for the population of Woking and the surrounding Surrey towns and villages, achieving a regional and national impact and reputation.

Dance Woking's vision is of a thriving and connected community of diverse, creative people, whose lives, minds and bodies are enriched through dance and movement. Our mission is to enable participation, to inspire creativity, and to connect individuals of all ages in moving and memorable creative experiences.

Our regularly-reviewed business plan outlines seven key aims for Dance Woking:

- **DANCE FOR ALL:** all levels of experience, ability and financial circumstances.
- **QUALITY FOR ALL:** we strive to ensure that all our work is delivered to the highest quality professional standards
- **PARTNERSHIP WORKING:** we work with organisations at local and regional levels including venues, community organisations, art galleries, museums, libraries, universities, local businesses and dance companies.
- **SUPPORT FOR ARTISTS:** a vital part of dance development locally, regionally and nationally, we foster talent and encourage artists as role models
- **CREATIVITY AS A DRIVER OF CHANGE:** as an essential factor in personal and organisational growth, creativity dictates the way we tackle all challenges.
- **RISK-TAKING AS A WAY FORWARD:** we are open to both success and failure as long as we do not hinder the development of dance. What may at first look challenging may well turn out to be a new direction.
- **DANCE AS A POSITIVE INFLUENCE:** participating in and watching dance can be inspirational, healthy, provocative and challenging.

As a well-managed, long-standing and visible creative force in the local community, with a skilled and ambitious Board of Trustees and supportive funding partners, we are committed to growing Woking's strong local identity. Our practical projects can positively improve the physical and mental wellbeing of local residents. We offer a range of exciting dance led activities serving and supporting a diverse range of networks across Woking and Surrey. We engage people across the spectrum from schoolchildren to students and recent graduates, from dance professionals; young people outside training and education, the elderly, to those with English as a second language. Families and other intervention agencies value us for our youth projects, and we enable older people to stay active and connected with their friends and communities. In 2021/22 we carefully restarted our face-to-face delivery and interactions at the pace that worked for the different communities and groups we connect with across Woking and Surrey. Our aim was to improve connections and reach following the work undertaken in 2020/21 within our close-knit industry in Surrey and the South East. (<https://www.dancewoking.com/>)

Our affordable live public performances attract new audiences to dance as a much-loved, easily-adaptable art form. Our pop-up and festival appearances, often working with partners in shopping centres or local parks, bring Woking's public spaces to life engaging whole communities, and showcasing skills in extraordinary ways. Dance Woking's ambitious and creative projects reinforce the town's appeal as a great place to live, work and enjoy life - an important aspect of a post-Covid world of remote/hybrid working and family 'staycations', and isolation.

We're committed to using our unique skills and deep-rooted understanding of the communities needs to break down barriers to arts participation and enjoyment whether they are geographical, financial, physical or cultural.

Beyond traditional performance, Dance Woking has the potential to reach out more than ever into lifelong learning, health and sport - and through this, boost collective civic pride - whilst sourcing new funding streams and building new partnerships.

Dance Woking is an established conduit for professional dance artists and the local community. We believe in the power of dance to transform and change individuals and society for the better. Our approach is inclusive, personal and specific: we proudly provide dance access on the broadest basis and in doing so, support physical and mental well-being, confidence and self-esteem.

We support dance artists in the creation of new work and in professional development and training and during 2021/22 we continued to progress the development of a new membership scheme, we actively encourage creativity, quality and depth of engagement.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2022**

#### **OBJECTIVES AND ACTIVITIES continued**

Dance needs both dancers and audiences to embrace new challenges to move forward unlocking emotions, building connections, and breaking down barriers.

Our events and campaigns bring unexpected and lasting benefits through dance to real communities at grass roots level where they have real and sustainable impact leading to and promoting new lifestyle choices. We offer extensive employment opportunities to hundreds of freelance dance artists and teachers, many of who take their experience onto other parts of the region and often run their own small businesses. For relatively modest financial investments from our funders, we received feedback of the wider valuable contribution our work makes to both the local economy and cultural ecology. The national cultural impact we have through our highly regarded reputation attracts people to want to live and work in Woking, for example feeding into the TV/film industry.

The pandemic accelerated our 'digital first' ambitions and prompted a long-term commitment to integrating a digital network into our programme. By working digitally smart we can improve accessibility. We are determined to make dance accessible and believe it is our duty to play a part in reducing social inequality by bringing people together. We continued to seek ways to become more sustainable in 2021/22 to continue to develop our ambitions as we plan how we can increase connectivity, to become regional leaders in Dance through low cost, maximum impact avenues.

This year we refreshed the Dance Woking website which included a focus on the Dance Directory, re-branding it as Dance Surrey Directory to include a more accurate description of those using the site and broaden reach, adding in more features to enable would be dancers to find a dance school suitable for their needs; The revised Dance Surrey Directory is now a comprehensive tool for the wider community to find and access dance activity in Surrey. We added a new search options for example different dance styles: ballet, tap, contemporary, street, etc. Dance Woking is managing the directory, and as part of the re-brand we have been actively marketing those listed on the Dance Surrey Directory to increase usage using organic marketing and paid for content on social media. Our aim is to enable the dance community to have a higher profile. We had hoped that with the county's focus on dance in 2021 there would be increased traffic to the site through Surrey Dance 21. This element is yet to be realised as those currently using the listing sites have come from Dance Woking's network. Our ambition is that the site will be self financing but recognise in this very challenging environment, community dance schools are finding it difficult to thrive and are struggling and this will take some time to achieve and will need us to continue to drive the directory forward.

We launched Dance Surrey PRO, a listing site for Creative Industry Professionals either working in or living in Surrey. To enable individual artists to have a wider county reach, alongside this we provided a targeted program of work to support our freelance community including CPD sessions, networking, classes and small commissions. The CPD sessions enabled us to re-engage with companies we have long and established relationships with and plan to continue to work with more deeply in the future including Zoellogic Dance Theatre and Tavaziva Dance. Zoie Golding Artistic Director, Zoellogic Dance Theatre delivered two CPD sessions, in the first session Zoie used movement from her highly acclaimed community piece 'The Grid' to help the team reconnect, have fun in the same room in a safe way, focussing on bringing the Dance Woking Outreach Team back together post lockdown, helping individuals regain confidence and support team building.; the second session supported the development of Freelance Dance Artists Creative Practice, and took place at University of Surrey Studios, Zoie generously shared how she develops her ideas with her team and supported artists to think about how they might develop their ideas with the help of others.

Bawren Tavaziva, Artistic Director Tavaziva Dance, led two workshops, one online and one in-person. The first workshop focussed on improving dancer technique, the second, focussed on sharing some of his signature movement using his new performance piece 'Boy's Khaya' as his stimulus.

Kate Finegan, IID (Integrated, Intergenerational Dance) led a seated dance CPD to share her knowledge of working with older adults and enhance our engagement with this age group and help build skills, confidence and capacity within our Outreach Team.

Online workshops were led by Fundraising specialist Fern Potter on the basics of raising funds from sources other than Arts Council England; Lucy McCrudden, Founder 'Dance Mama' led a workshop on managing a portfolio career. Tom Beetham, who specialises in Youth Engagement and wellbeing, led a session on how to manage ones own mental health & wellness; Rob Macpherson, Director Impakt Design, who specialises in Branding & Marketing, led an introduction session on how to brand yourself as an artist.

The website also features a listing and details of our Freelance Outreach Team, we have added a donation site and a clear activity pathway under our 'Inspire Programme' to help our audiences and key stakeholders engage with us. <https://www.dancewoking.com/dance-surrey-pro/>

We are monitoring the changes to the website and it's effectiveness to ensure it is achieving the desired outcomes.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2022**

#### **ACHIEVEMENT AND PERFORMANCES**

##### **Charitable Activities 2021/22**

##### **Inspire Programme**

The support of our community is crucial in helping us realise our ambitions and in turn, we hope by building our family of supporters we will be able to build on our programme and offer more exciting and varied activities and events for the community. Our programme of activities is designed to reach different members of our community and has four

- Inspired Communities
- Inspired Learning
- Inspired Performances
- Inspired Talent Growth

**Highlights video:** <https://vimeo.com/manage/videos/657079734/ce37c304b9>

##### **Inspired Communities**

Dance Woking seeks to engage with the diverse and unique communities that make up Woking & Surrey in Innovative and creative ways, we do this by working with Community leaders to create a series of engagement activities. Following the pandemic and with audiences and communities cautiously opening up, Dance Woking has had to re-imagine this engagement.

- **Kingsmoor Park Residency**

In August we partnered with Metropolitan Thames Valley Housing to lead a 3-week residency at Kingsmoor Park, Westfield in Woking. We engaged young people aged 7 to 14 with the support of the key workers based on the estate. Dance Artists from Dance Woking's outreach team led fun, accessible dance sessions, and were joined by members of professional companies to further enhance the engagement and offer. The residency included opportunities to both participate & watch inspiring performances.

Companies joining us on this residency included James Wilton Dance with 'I Robot', New Adventures with their 'Doorstep Duets' tour and Justice in Motion, bringing Performance Parkour to the estate. During the residency, engagement increased from 12 in the first week to 16 in the second and 45 for the final session.

- **Social Travelling Tea Dance**

To complement the Dance Gold online sessions and to build on the Doorstep Duets tour in the Summer, Dance Woking created a Travelling Social Tea Dance that was toured to Care Home and Assisted Living Centres in December. The programme focused on the older members of the community, 65plus, to support their well being through connectivity. Having a focus and event to look forward to, encouraging those who are less mobile to be encouraged to remain active safely through offering both standing and seated dance. Covid-19 has made the usual activities that older people enjoyed face to face not possible at the moment. This tour reached over 50 individuals in 4 venues: Hale End Court, Brockhill Residential Centre, Mayford Grange and Princess Christian Care Home.

##### **Inspired Learning**

Dance Woking seeks to increase audiences through an exceptional, engaging, creative and learning participation programme where young people and adults get access to outstanding professional dancers and dance companies. Participation can be through a series of workshops culmination in sharing's / platforms/ or personal development; where participants learn new skills and ways of moving and doing, choreography and teamwork. The projects may be linked to platforms and celebrations events taking place in a variety of different settings including indoor and outdoor settings. Dance Woking introduced new programmes to support the changing needs following the pandemic and closure of schools.

- **Hunky Dory dancer & Dance Surrey Youth**

Hunky Dory Dancer, focuses on mental health, fitness and wellbeing, targeted at Primary School students. A very popular programme that has enabled us to work with new partner schools as well as re-engage with schools we worked with pre-Covid lock down reaching over 250 students. This programme includes key core elements of our dance clubs, along with the monitoring of participants fitness levels, their progress and the effect the session had on their mood, this scheme of work isn't linked to a platform performance. The aim is to encourage students to participate in regular activity over a ten-week period, gain confidence, and improve their self-esteem and fitness. Schools taking part included Horsell CofE Junior School, Beaufort Primary School, St John's Primary School and Westfield Primary School. Surrey Dance Club, the Secondary School equivalent, was delivered at Hoe Valley School and St John the Baptist Secondary School.

- **Active Surrey HAF4 Holiday Programme**

We were afforded the opportunity to further develop our work on improving health and wellbeing to children aged 8-11 years through the newly funded HAF Programme, managed and distributed by Active Surrey. This has enabled us to broaden our reach to children who would otherwise not get access to high quality dance in August and December.

- **Mind and Movement**

The Dance & Resilience strand of work, called Mind & Movement, supported by Surrey Community Foundation, saw us bring an experienced youth worker and dance artist together to deliver an enriching series of weekly workshops or full day engagements.

## DANCE WOKING LIMITED

### REPORT OF THE TRUSTEES for the year ended 5 April 2022

#### **ACHIEVEMENT AND PERFORMANCES**

##### **Charitable Activities 2021/22**

- **Mind and Movement**

This strand of our programme was well received and worked particularly well for year 6 students transitioning to secondary school and also a small group of students in a looked after setting. This was delivered in Beaufort Primary School and Kingfield Primary School, and Burbank Children's Home. Two Secondary Schools scheduled for September proved too challenging to deliver as the schools were tackling other issues. We would like to do more of this activity going forward.

##### **Inspired Performances**

Dance Woking seeks out exciting and innovative companies to present work at various locations and events in Woking & Surrey, which included the free one-day family festivals Party in the Park, hosted in Woking Park and Encounters in Woking Town Centre. Dance Woking engages with the diverse local communities that make up Woking & Surrey through a programme that enables them to watch, perform and take part in activity.

- **Matthew Bourne's New Adventures**

The new partnership with Matthew Bourne's New Adventures enabled us to bring high quality art to doorsteps of residents in Woking particularly impacted and isolated by Covid-19 lockdowns. 18 Doorstep Duets were performed over two days in August reaching 372 residents. This widened our reach with local communities benefiting. New relationships were forged with Care Homes, Individual Living Centres and Looked after children, and consolidated our work with groups where we already had an established relationship.

Feedback from attendees and community partners included:

*'It has made a difference to them all. It's a lovely gesture that you've all worked tirelessly to produce for us and it's a lovely effort to go round to the wider community'* Mayford Grange Activities Manager

*'It's really, really nice to get some young people together today and see so many people smiling'* Metropolitan Valley Housing Trust Co-ordinator

*'Really, really good, really wonderful. It brought a tear to my eye and a lump to my throat remembering all these happy days, and they were lovely dancers'* Brockhill Care Home Resident

- **Imagine Kantha Exhibition & performance**

With the support of Woking Shopping Centre we were able to take advantage of an empty shop in The Peacocks Shopping Centre. We partnered with Amina Khayyam Dance Company and Women's Liaise Centre in Woking to host a 3-day exhibition; featuring 5 live performances, performed by Amina Khayyam Dance Company, with live music. The local community groups as part of the 'Imagine Kantha Project' and two school groups, Maybury Primary School and St Cuthbert Mayne Catholic Junior School, Woking Women's Liaise group, produced needlecraft work exhibited in the pop-up performance space. 355 people either directly entered the performance space or watched from outside the shop; with facemasks and spatial distance in place this was quite a feat.

Comments from passers by included: 'best 20 minutes of my day, 'just like the Southbank, love it' 'what a great idea, well done'

- **Young Dancemakers Schools & Colleges Dance Platform**

15 & 16 November over 240 children took to the Rhoda McGaw Theatre Stage, Woking, some for the first time, at Dance Woking's Young Dancemakers, a Schools and Colleges Dance Platform. Local schools and colleges used 2021's theme of 'Our Precious Planet' as their stimulus to create imaginative and dynamic dance pieces. The platform included Primary, Secondary and higher education students. The schools worked with Dance Woking's Outreach team for 8 weeks to create their work during the autumn term. Horsell CofE Junior School, Horsell Village School, Guildford College, Esher High School, Kings Academy Binfield, St John's the Baptist School, Sythwood Primary School, Claygate Primary School, Richmond College, St Theresa's College, Woking College. In attendance on 16 November was Surrey High Sheriff, Dr. Julie Llewellyn, who praised the students for their achievements and presented certificates to each, performing her official duty on behalf of the Queen.

- **Innovate Contemporary led Community Dance Platform**

20 November saw Innovate return after a two-year absence. The long awaited platform saw groups representing their dance schools as we welcomed them back to the theatre. 12 dance groups came from some of the best local dance groups in Woking & Surrey, joining them were guest groups from London's The Place, Berkshire, Isle of Wight & Oxford. 159 dancers performed, hailing from Flipside Dance School, Cremona School of Dance, Zambesi Dance Company, Illume Dance Company, Ryde Dance, Hoe Valley Secondary School, First Dance Studios, Betty Bloom Dance, Scatter Dance & Vital Signz Dance.

Chair of Dance Woking, Alan Sutherland said *'this is the first time I have attended Innovate Dance Platform and was blown away by the standard of the work. There was a diverse mix of age groups on stage, the atmosphere was electric, it was happy, it was supportive and exciting, a joy to watch. The support Dance Woking has from the Dance community is visible and the feedback I heard on Saturday about how important this has been for the students' mental health and wellbeing confirms that we must continue to offer these opportunities in the future. The platforms work on so many different levels.'*

## DANCE WOKING LIMITED

### REPORT OF THE TRUSTEES for the year ended 5 April 2022

#### **ACHIEVEMENT AND PERFORMANCES**

##### **Charitable Activities 2021/22**

- **BOY'S KHAYA - You steal my name, you steal my mineral?**

18 November saw the first professional piece presented by us since March 2020. This powerfully moving and personal piece of work was performed by Tavaziva Dance and focuses on Tavaziva's early life in Zimbabwe told through a mesmerising combination of contemporary, ballet and African dance, with a music and spoken - word soundtrack?

- **Schools SLAM**

Held on Thursday 24 March at Jubilee High School's purpose-built Theatre in Addlestone, with a thrust stage, the audience was seated on three sides of the auditorium, creating an intimate atmosphere. Taking part were 158 students from ten different school groups across Woking and Surrey; for some it was their first time on stage. The student's stimulus was 'the urban environment' which was creatively interpreted by the groups. The students worked with an experienced Dance Woking Dance Artist for eight weeks, learning their street dance moves. The students were encouraged to develop their own movement from the steps taught and to add their own creative input, into the piece. Taking part were students from Sythwood Primary School, Broadmere Primary Academy, Kingfield Primary School, Woking High School, New Monument Primary Academy, Westfield Primary School and Esher CofE High School. Joining the Woking based groups were Claygate Dance Group from Claygate Primary School and a 27 strong dance group from Jubilee High School.

Dance Woking's CEO and Artistic Director Sam McCaffrey said, *'I was so impressed by the energy and enthusiasm of the dancers. To perform in front of family and friends can be extremely daunting and whilst there were a few pre-show nerves, all of the dancers really excelled on stage. The different interpretations and ideas that were developed by the students from the stimulus of the urban environment, were varied and creative, for example Broadmere Primary Academy chose skate park graffiti at The Southbank, full of vibrancy, community & joy, whilst Woking High selected road workers focusing not just on the hard work they do, but managed to include some comedy moments too. With over 158 dancers performing, the platform was a great opportunity for students to build confidence and self-esteem as well as develop great teamwork skills. With a very tight turnaround on the day to get the show ready, it was such a privilege to see groups take over the stage and enjoy themselves.'*

- **Woking SLAM**

Dance Woking was delighted to be back at Rhoda McGaw Theatre on Saturday 2 April for an urban style dance platform for Dance Schools based in Woking & Surrey who use an Urban/Street style dance form. This platform was last held just before lockdown in 2020, and much missed. The dance schools made the most of this opportunity; groups featured included those dancers new to the theatre as well as more experienced adult dancers, providing a well-balanced and entertaining programme for the audience.

Eleven groups from six different dance schools, with 108 dancers took part; Dance Schools featured were Vital Signz Dance, Leanne's Dance Academy (LDA), Holly's School of Dance & Hip Hop, Jenny Reeds School of Dance, The Urban Dance School and BKD Performers.

Dance Woking's CEO and Artistic Director Sam McCaffrey said, *'It's great to be back at Rhoda McGaw Theatre hosting a sold-out show. The dance schools performing had worked hard on their pieces which were creative and imaginative; themes ranged from celebrating the freedom felt after lockdown, celebrating greats such as Janet Jackson, Missy Elliot & Chris Brown, to routines that were due to be performed last year and just waiting for an opportunity like this. The audience was appreciative, loud and encouraging.'*

#### **Inspired Talent Growth**

##### **Supported & Associated Artists**

Dance Woking is committed to supporting the next generation of dance Creatives through a variety of pathways including Dance Surrey Directory & Dance Surrey PRO and through the new Supported Artist and Associate Artist Schemes which provided a unique opportunity for dance professionals who either live or work in Surrey to take advantage of additional levels of support from Dance Woking.

The programme included: Creative Industry Insights, in person and online Master classes and Networking opportunities. In addition the Associate Artists received a small bursary to help further their development.

##### **Supported Artists**

Tara Choudrie, Sarra Whicheloe, Kate Finegan, Isha Nandra, Matt Walker

##### **Associated Artists**

Emily Neighbour, Ihsaan de Banya, Matilda Maginnis, Wesley Bingwa, Katie Dale-Everett, Sarita Piotrowski

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2022**

#### **FINANCIAL REVIEW**

##### **Overview**

2021/22 continued to be a challenging year for Dance Woking; the massive impact the pandemic had on the organisation, with lockdowns and restrictions on movement meant that Dance Woking had to continue to re-evaluate its position and how it could best support the local community and remain relevant. Being a small, agile organisation, meant that the team was able to adapt to the changed environment.

The opening up of facilities and the easing of restrictions we were able to start to raise income through ticket sales, Membership fees and workshops. We have continued to rely on reserves carried over from 2020/21 to support from Trusts and Foundations. We successfully received a Project Grant from Arts Council England that enabled us to continue to build and develop areas of work based on the 2020 perception survey with our key stakeholders. In line with Dance Woking's continuing ambition to have a broad number of funders we successfully received funds from Surrey Community Foundation, Active Surreys HAF4, Surrey Arts Partnership and Metropolitan Thames Housing. The projects delivered factored in risk assessments to take into account any Covid 19 restrictions. The organisation continued to develop innovative ways of working to enable delivery and community engagement to continue.

##### **Financial position**

Dance Woking's (DW's) financial period for these accounts runs from 6 April 2021 to 5 April 2022

##### **Principal funding sources**

- Arts Council England - Grant for the Arts Scheme
- Woking Borough Council
- Surrey Community Foundation - Dance for Health
- Active Surrey - Club4 Holiday Programme
- Surrey Arts Partnership Youth Dance
- Surrey Community Foundation - Still Dancing
- Metropolitan Thames Valley - Kingsmoor Park Estate
- Earned income through Ticket sales. Memberships and workshops

In 2021/22 we received funding support from Arts Council England's Grants for the Arts to respond to a key stakeholder perception survey we undertook in September 2020. This was to enable us to continue to focus on how we can best support our freelance creative dance community. To revise and refresh the dance Directory to give it a wider reach. Alongside this, provide a specific program of work including CPD sessions, networking, classes and small commissions.

Woking Borough Council's (WBC) continued support of Dance Woking is essential to enable the organisation to focus on developing more meaningful, unique and enriching engagement opportunities with different community groups to build a greater level of grass-roots support giving more depth to the participants' experience. The funding allows us to get match support from other Trusts and Foundations and enables us to plan the programme of activity with confidence that supports WBC's ambitions for its local residents. We are able to continue to inspire and surprise our audiences and supporters by innovating and developing our engagement approaches across Woking. Our success to date through our Dance Platforms both in the theatre and outdoors, and through our Community & Education Projects means our reach can be both extensive and varied including individuals, educational establishments, Care Homes, Community Organisations, Dance Schools, professional companies and other cultural partners.

Surrey Community Foundations funding has enabled us to focus on key areas including engagement programmes for the over 65's and those isolated by Covid-19 and younger members of our community whose mental and physical health has also been impacted.

Dance Woking received funding to deliver the HAF4 Programme during the Summer & Christmas Holiday period. The HAF programme is for children (primary, secondary and those with special educational needs and disabilities) who receive benefits-related Free School Meals (FSM). There are more than 17,000 children who receive free school meals in Surrey. Surrey County Council anticipates receiving up to £1.9 million from DofE to deliver this programme. The programme is also available to children not eligible for free school meals, who can pay to attend. The key aims of the scheme are to provide:

- High quality enriching activities, which includes at least one hour of physical activity
- A healthy nutritious meal
- Skills, activities/classes aimed at helping children and their parents to make healthy and affordable choices
- A positive legacy that lasts longer than the experience

Dance Woking supported Surrey Arts Partnership's Arts Council England Funded Project, which gave a focus on dance in 2021 and 2022 by joining their committee, delivering a few of the Youth engagement outreach activities and facilitating communities and individuals we engage with to join in activity provided including Rosemary Lee's Project.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2022**

#### **FINANCIAL REVIEW continued**

Metropolitan Thames Valley - Kingsmoor Park Estate

Supported the 3-week residency that enabled us to re-engage with the residents on the estate.

Earned income

Dance Woking was able to start to earn income through ticketed events and workshops.

#### **Reserves policy**

In February 2021 Dance Woking's reserved policy was revised and the sum set aside increased to manage the potential necessity to close the organisation. The reserves policy includes redundancy costs for the current staff team as well as costs of winding up the organisation if the situation requires it. The reserves policy will continue to be reviewed annually and keep a minimum administration reserve of 3 months basic operating costs along with any redundancy commitments. The board sets the level of the reserve fund on an annual basis.

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Management, Governance and Finance**

##### **Governing document**

The company is incorporated under the Companies Act, and its governing document is its memorandum and articles of association. The company is a registered charity.

##### **Charity constitution**

Dance Woking is a registered charity and is governed by an elected Board of Trustees who steer the organisation in its mission via the Executive Producer/Director's vision.

##### **Risk management**

Dance Woking, as a charity and an arts organisation working in the performing arts, is exposed to a number of risks. The board has identified risks and undertaken steps in mitigating these. The risks relate to financial, managerial, compliance and programme conditions all of which are collated in a Dance Woking Risk Register. The Register, health and safety at work, safeguarding and risk management is reviewed and monitored regularly by the board at its meetings. Dance Woking undertakes a risk assessment of each project and programme related activity. The Risk Assessment includes a new Covid19 element which is updated regularly inline with Government Guidelines and requirements.

##### **Governance**

Dance Woking benefits from the support of a well-engaged and active Board, comprising individuals from the arts and local communities, their experience covers a range of areas including dance education in both publicly funded arts organisations and schools, governance, fundraising, private dance sector, business development and choreography

##### **Changes in Management and Governance**

2021/2022 saw changes to the Board as two Trustees left during the year; Chase Demmers and Carla Kingham. Before she left Carla was instrumental in championing a new Board Diversity Strategy, which will be progressed by the Board in 2022/23. Two new appointments were made during the year, Shakira Cutting a Dance Movement Psychotherapist & Mental Health Practitioner and Carol Deakins, recently retired from the Civil Service and a Trustee and Chair of a local literacy charity. These two appointments bring additional skills and experience to the Board.

During 2021/22 Dance Woking continued to skill-up its current Trustees through programmes such as 'Change Creation' as well as working with Rob Macpherson (Creating Impact) to further strengthen the Board and the organisations impact. James Gough (GJG Consulting) supported Dance Woking in developing an application to Arts Council England to become a National Portfolio Organisation as the Board felt that we were now in a good position to apply. Dance Woking will continue to seek to further strengthen the Board to fill some of the skills gaps identified and also seek to strengthen its relevance by ensuring it is inclusive and diverse and represents the community we serve.

In December 2021, from the University of Surrey Broadcast Studio the Board and CEO set out the organisations ambitions for the year ahead: <https://vimeo.com/657521017/59011adb87>

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2022**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Board of Trustees**

Katie Paling - Marketing Manager, Aakash Odedra  
Alan Sutherland - CEO, University of Surrey Students Union  
Ross Carter - Surrey County Council, Targeted Youth Worker  
Chase Demmers - Educational Programme Development and Training Executive -  
Stagecoach Performing Arts Worldwide  
Carla Kingham - Freelance Producer & Director  
Karen Robinson - Student, MA Choreography, Central School of Ballet  
Shakira Cutting - Dance Movement Psychotherapist & Mental Health Practitioner  
Carol Deakins - Chair & Trustee New Haw Library Community Partnership Adult Literacy teaching

##### **Management**

Sam McCaffrey, CEO/Artistic Director has been leading the team since her appointment in November 2010. Eleanor Dowling has brought further stability to the team as she entered her third year with Dance Woking, as Engagement Manager. Matilda Maginnis's fixed term contract ended in April. To complement Dance Woking's marketing strategy, Hayley Green joined the organisation as the new Communication and Administrations Coordinator with a focus on supporting Dance Woking's social media presence and website administration. In October Lilia Calnev returned from maternity leave as a Project Assistant. Dance Woking continued to take advantage of the Government's Furlough Scheme in order to save resources when it wasn't possible to undertake activity. During these periods the team were able to take advantage of a plethora of high quality free training programmes to skill-up in online delivery, with a focus on different IT programmes such as Microsoft Teams, and Zoom, audience development and adapting to the changed environment.

Dance Woking relies on its well-established network of creative freelancers to support our small-dedicated staff team; the pandemic particularly affected this community. During this financial year with the support of Arts Council England's Project Grants, we continued to focus on providing assistance to help get our freelance team re-engaged in employment and training. The lack of regular opportunities during the pandemic has had huge impacts on them with some leaving the sector.

Dance Woking, relies on a dedicated team of volunteers to help us deliver our programme of activities and events and enable us to extend our reach and engagement. The pandemic has impacted on our ability to do this for the past two years; we used 2021/22 to start to rebuild our volunteer base. However this will take time and an area we need to continue to focus on in 2022/23.

Dance Woking is a member of NCVO, which provides support for Trustees; we list Volunteer and Trustee opportunities on websites like Better Impact, Woking Borough Council's volunteer scheme, Voluntary Action South West Surrey.

Volunteers' skills have helped us to develop our online activity. For example, in December 2021 we continued to work with the University of Surrey broadcasting to build on our 2020 broadcast, to produce a professional online presentation targeted at Dance Woking's key stakeholders. The Chair, Alan Sutherland and Sam McCaffrey, CEO/Artistic Director, led the event supported by Trustees and Dance Woking staff. Using the skills of the students, Dance Woking was able to present a professional broadcast about our future ambition for 2021.

##### **Organisational development**

By developing more meaningful, unique and enriching engagement opportunities with different community groups we are able to build a greater level of grass roots support giving more depth to the participants experience. We want to be able to continue to inspire and surprise our audiences and supporters by our offer and have learnt that in order to do this we need to continue to innovate and develop our ideas and how we engage with different communities within Woking and Surrey. The last 12 months has continued to make this very challenging for Dance Woking, however we have managed to start to deliver face to face activity including Platforms and professional performances.

The effects of the Pandemic has added to the already challenging political and financial landscape, exacerbated by the war in Europe. Dance Woking continues to be supported during this very challenging time by Creative Industry specialists through online training, including Arts Marketing Association, The Audience Agency, Arts Council England, People Make It Work, Tech Soup and other institutions. The changes we are experiencing require us to develop new strategies, new resources and approaches to make us a more sustainable and resilient organisation, but also relevant to the communities we serve. We used the Arts Council's NPO application process to help us reshape our thinking and consolidate ideas that we have been formulating during the last year. Board development including Board skills has continued to be a focus for us in 2021/22.

Dance Woking continued to use the Governments Furlough scheme until September 2021 and more face-to-face engagement was possible. Dance Woking continues to evaluate how we can best contribute to the communities we serve. Key changes included:

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2022**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Organisational development continued**

###### **1. Hybrid working:**

Dance Woking continues to work mostly online however, the team recognise the benefits of face to face and a more balanced approach with some office base being explored. The organisation has a storage unit in Goldsworth Park through support from Woking Borough Council.

###### **2. Focus on skills development and strategy using Managing Change Programme to prepare for NPO application:**

Dance Woking's engagement with Change Creation, led by People Make it Work, came to an end. This programme has helped Dance Woking prepare for an application to Arts Council England's to become an NPO, although further work is required in order to increase Dance Woking's capacity. The programme very successfully adapted to online delivery and provided us with a much needed regular touch point with other cultural organisations. Dance Woking was able to gain insight and support from this programme as the shock of the pandemic continued to impact the cultural community.

###### **3. Brand Development**

Dance Woking continued to work with Rob Macpherson in October to early December 2021 to continue to address the strategy and thinking undertaken through the Change Creation programme that also fed into this process. The Board reviewed Dance Woking's strategy, including vision, mission, and purpose and, our future strategy continuing to focus on brand awareness and messaging.

###### **3b. Website refresh:**

Dance Woking, working with Surrey based marketing and website specialists AKIKO Ltd, used the Stakeholder feedback to plan to refresh the organisations website, with clearer messaging, a revised Dance Directory, details of the different strands of our work and how they interlink under our Inspire Programme, a new membership scheme for Freelance Industry Creatives, a new sponsorship section and ways to stay in touch with Dance Woking and get involved. The refreshed website was launched in September 2021.

###### **3c. Brand Development: Dance Woking's Online Reach**

Dance Woking's online presence improved with the arrival of Hayley Green and her focus on increasing Dance Woking's reach. To build our audience we delivered regular weekly postings on social media mixing reflections and features with highlights from previous platforms, participation, and other activities. Regular themes encouraged continued engagement.

Online reach 60,000 plus

- 12,022 on Instagram
- 28,890 through Facebook
- 37,717 via Twitter

###### **4. In early 2022 Dance Woking revisited some of our Key Stakeholders:**

Dance Woking engaged James Gough (GJG Consulting) to revisit some of the key stakeholders who took part in the initial survey, in January 2022, to check the impact of the work undertaken since the first survey in September 2020, and also to update changing priorities so that Dance Woking remains relevant. Feedback included:

*'I think what's been good about Dance Woking as well is that the instructors we've had have been very very good at relating to the young people and getting them onside, getting them involved and getting them to participate..'* Sandy Bolger, Senior Youth Work, Surrey CC

*'... I'm also aware that Sam has always been keen to support artists and their development through various initiatives whether that's small commissions or providing them with space to work. In my view, the bedrock of a solid dance organisation based in Woking is there. They've got that spread of access and engagement in participation...'* Rachel Gibson, South East Dance

The feedback provided a vivid and relatively consistent picture of Dance Woking as an organisation that is committed to and has skills in ensuring accessibility and has some strong partnerships and roots in the community and values dance and dancers.

**5. Sponsorship:** AKIKO Ltd continued to support Dance Woking through brand development and the refresh of the organisations website and functions in 2021.

**DANCE WOKING LIMITED**

**REPORT OF THE TRUSTEES**  
**for the year ended 5 April 2022**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**  
02963208 (England and Wales)

**Registered Charity number**  
1042690

**Registered office**  
Station House  
Connaught Road  
Brookwood  
WOKING  
Surrey  
GU24 0ER

**Trustees**

|              |                        |
|--------------|------------------------|
| K Paling     |                        |
| T Stevenson  |                        |
| A Sutherland |                        |
| K Robinson   |                        |
| R Carter     |                        |
| C Demmers    | (resigned 6.12.2021)   |
| C Kingham    | (resigned 23.50.2022)  |
| S Cutting    | (appointed 18.04.2021) |
| C M Deakins  | (appointed 6.12.2021)  |

The directors of the company act as the trustees and are elected by the members. The directors who held office during the year are listed in the information sheet.

Executive powers of the charity are delegated to the Executive Director and employees of the organisation.

**Company Secretary**  
S McCaffrey

**Independent Examiner**  
HPCA Limited  
Chartered Accountants  
Station House  
Connaught Road  
Brookwood  
Woking  
Surrey  
GU24 0ER

Approved by order of the board of trustees on 16<sup>th</sup> January 2023 and signed on its behalf by:



K Robinson - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF**  
**DANCE WOKING LIMITED**

**Independent examiner's report to the trustees of Dance Woking Limited ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 5 April 2022.

**Responsibilities and basis of report**

As the charity's 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 charity'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:

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.



Lance Redman BSc ACA FCCA  
for and on behalf of  
HPCA Limited  
Chartered Accountants  
Station House  
Connaught Road  
Brookwood  
Woking  
Surrey  
GU24 0ER

Date: 24 January 2023

**DANCE WOKING LIMITED**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**for the year ended 5 April 2022**

|                                    | Notes | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2022<br>Total<br>funds<br>£ | 2021<br>Total<br>funds<br>£ |
|------------------------------------|-------|----------------------------|--------------------------|-----------------------------|-----------------------------|
| <b>INCOME AND ENDOWMENTS FROM</b>  |       |                            |                          |                             |                             |
| Donations and legacies             | 2     | 64,832                     | 34,619                   | 99,451                      | 123,592                     |
| <b>Charitable activities</b>       |       |                            |                          |                             |                             |
| Dance events and workshops         |       | 14,100                     | -                        | 14,100                      | 445                         |
| Investment income                  | 3     | 12                         | -                        | 12                          | 41                          |
| Other income                       |       | <u>3,319</u>               | <u>-</u>                 | <u>3,319</u>                | <u>14,092</u>               |
| <b>Total</b>                       |       | <u>82,263</u>              | <u>34,619</u>            | <u>116,882</u>              | <u>138,170</u>              |
| <b>EXPENDITURE ON</b>              |       |                            |                          |                             |                             |
| Raising funds                      |       | 5,207                      | -                        | 5,207                       | 5,130                       |
| <b>Charitable activities</b>       |       |                            |                          |                             |                             |
| Dance events and workshops         | 4     | 85,241                     | 43,643                   | 128,884                     | 101,286                     |
| Other                              |       | <u>-</u>                   | <u>-</u>                 | <u>-</u>                    | <u>125</u>                  |
| <b>Total</b>                       |       | <u>90,448</u>              | <u>43,643</u>            | <u>134,091</u>              | <u>106,541</u>              |
| <b>NET INCOME/(EXPENDITURE)</b>    |       | (8,185)                    | (9,024)                  | (17,209)                    | 31,629                      |
| <b>RECONCILIATION OF FUNDS</b>     |       |                            |                          |                             |                             |
| Total funds brought forward        |       | <u>87,967</u>              | <u>10,504</u>            | <u>98,471</u>               | <u>66,842</u>               |
| <b>TOTAL FUNDS CARRIED FORWARD</b> |       | <u>79,782</u>              | <u>1,480</u>             | <u>81,262</u>               | <u>98,471</u>               |

The notes form part of these financial statements

# DANCE WOKING LIMITED

## BALANCE SHEET

5 April 2022

|                                              | Notes | 2022<br>£     | 2021<br>£      |
|----------------------------------------------|-------|---------------|----------------|
| <b>FIXED ASSETS</b>                          |       |               |                |
| Tangible assets                              | 10    | 2,530         | 3,373          |
| <b>CURRENT ASSETS</b>                        |       |               |                |
| Debtors                                      | 11    | 4,228         | 340            |
| Cash at bank and in hand                     |       | <u>86,568</u> | <u>100,983</u> |
|                                              |       | 90,796        | 101,323        |
| <b>CREDITORS</b>                             |       |               |                |
| Amounts falling due within one year          | 12    | (12,064)      | (6,225)        |
| <b>NET CURRENT ASSETS</b>                    |       | <u>78,732</u> | <u>95,098</u>  |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |       | <u>81,262</u> | <u>98,471</u>  |
| <b>NET ASSETS</b>                            |       | <u>81,262</u> | <u>98,471</u>  |
| <b>FUNDS</b>                                 | 14    |               |                |
| Unrestricted funds                           |       | 79,783        | 87,967         |
| Restricted funds                             |       | <u>1,479</u>  | <u>10,504</u>  |
| <b>TOTAL FUNDS</b>                           |       | <u>81,262</u> | <u>98,471</u>  |

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 5 April 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 5 April 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 16<sup>th</sup> January 2023 and were signed on its behalf by:

  
K Robinson - Trustee

The notes form part of these financial statements

**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 5 April 2022**

continued...

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2022**

**1. ACCOUNTING POLICIES - continued**

**Facilities and services provided by third parties**

**Members liability**

The company is limited by guarantee and the liability of the members is limited to £1 each.

**2. DONATIONS AND LEGACIES**

|               | 2022          | 2021           |
|---------------|---------------|----------------|
|               | £             | £              |
| Grants        | 99,451        | 122,592        |
| Support grant | <u>-</u>      | <u>1,000</u>   |
|               | <u>99,451</u> | <u>123,592</u> |

Donated services received from third parties have been included as both income and costs. However, the charitable company also receives subsidised use of rooms and facilities from Woking Borough Council mainly within the HG Wells and Rhoda McGaw Theatre during the year for rehearsing and performing of shows. These have not been included as their inclusion would make the figures appear misleading.

Grants received, included in the above, are as follows:

|                                                             | 2022          | 2021           |
|-------------------------------------------------------------|---------------|----------------|
|                                                             | £             | £              |
| Arts Council England - Grant for the Arts Scheme            | 15,000        | 1,500          |
| Woking Borough Council                                      | 64,832        | 71,782         |
| Surrey Community Foundation - Dance for health              | 4,493         | -              |
| Big Lottery - Awards for All                                | -             | 9,997          |
| Surrey Community Foundation - Dance & Resilience            | -             | 8,079          |
| Arts Council England - Covid -19 Emergency Fund             | -             | 28,874         |
| High Sheriff Youth Awards - Health & Wellbeing Young People | -             | 2,360          |
| Active Surrey - Holiday Activities and Food Programme       | 8,781         | -              |
| Surrey Arts Partnership - Youth Recovery Fund               | 800           | -              |
| Surrey Community Foundation - Still Dancing Gold            | 4,420         | -              |
| Metropolitan Thames Valley - Kingsmoor ParkEstate           | <u>1,125</u>  | <u>-</u>       |
|                                                             | <u>99,451</u> | <u>122,592</u> |

**3. INVESTMENT INCOME**

|                          | 2022      | 2021      |
|--------------------------|-----------|-----------|
|                          | £         | £         |
| Deposit account interest | <u>12</u> | <u>41</u> |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2022**

**4. CHARITABLE ACTIVITIES COSTS**

|                            | Direct<br>Costs<br>£ | Support<br>costs (see<br>note 5)<br>£ | Totals<br>£    |
|----------------------------|----------------------|---------------------------------------|----------------|
| Dance events and workshops | <u>43,582</u>        | <u>85,302</u>                         | <u>128,884</u> |

**5. SUPPORT COSTS**

|                            | Management<br>£ | Governance<br>costs<br>£ | Totals<br>£   |
|----------------------------|-----------------|--------------------------|---------------|
| Dance events and workshops | <u>81,402</u>   | <u>3,900</u>             | <u>85,302</u> |

Support costs, included in the above, are as follows:

**Management**

|                             | 2022<br>Dance<br>events<br>and<br>workshops<br>£ | 2021<br>Total<br>activities<br>£ |
|-----------------------------|--------------------------------------------------|----------------------------------|
| Wages                       | 68,929                                           | 53,924                           |
| Social security             | 1,549                                            | 1,209                            |
| Pensions                    | 2,584                                            | 2,889                            |
| Telephone & internet        | 1,307                                            | 1,492                            |
| Office stationery & postage | 125                                              | 461                              |
| Insurance                   | 1,856                                            | 1,853                            |
| Staff & board training      | 4,240                                            | 5,107                            |
| Memberships & Fees          | 310                                              | 130                              |
| Admin support               | 502                                              | 426                              |
| Rent & Service charges      | <u>-</u>                                         | <u>5,386</u>                     |
|                             | <u>81,402</u>                                    | <u>72,877</u>                    |

**Governance costs**

|                         | 2022<br>Dance<br>events<br>and<br>workshops<br>£ | 2021<br>Total<br>activities<br>£ |
|-------------------------|--------------------------------------------------|----------------------------------|
| Accountancy fees        | 1,760                                            | 1,440                            |
| Independent examination | <u>2,140</u>                                     | <u>1,740</u>                     |
|                         | <u>3,900</u>                                     | <u>3,180</u>                     |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2022**

**6. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

|                                     | 2022     | 2021       |
|-------------------------------------|----------|------------|
|                                     | £        | £          |
| Depreciation - owned assets         | 843      | 1,166      |
| Deficit on disposal of fixed assets | <u>-</u> | <u>125</u> |

**7. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 5 April 2022 nor for the year ended 5 April 2021.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 5 April 2022 nor for the year ended 5 April 2021.

**8. STAFF COSTS**

No employee received emoluments in excess of £60,000.

The total remuneration for key management personnel in the year was £51,000. (2020:51,000)

**9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

|                                    | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>funds<br>£ |
|------------------------------------|----------------------------|--------------------------|---------------------|
| <b>INCOME AND ENDOWMENTS FROM</b>  |                            |                          |                     |
| Donations and legacies             | 82,779                     | 40,813                   | 123,592             |
| <b>Charitable activities</b>       |                            |                          |                     |
| Dance events and workshops         | 445                        | -                        | 445                 |
| Investment income                  | 41                         | -                        | 41                  |
| Other income                       | <u>14,092</u>              | <u>-</u>                 | <u>14,092</u>       |
| <b>Total</b>                       | <u>97,357</u>              | <u>40,813</u>            | <u>138,170</u>      |
| <br><b>EXPENDITURE ON</b>          |                            |                          |                     |
| Raising funds                      | 5,130                      | -                        | 5,130               |
| <b>Charitable activities</b>       |                            |                          |                     |
| Dance events and workshops         | 68,995                     | 32,291                   | 101,286             |
| Other                              | <u>125</u>                 | <u>-</u>                 | <u>125</u>          |
| <b>Total</b>                       | <u>74,250</u>              | <u>32,291</u>            | <u>106,541</u>      |
| <br><b>NET INCOME</b>              | 23,107                     | 8,522                    | 31,629              |
| <b>Transfers between funds</b>     | <u>450</u>                 | <u>(450)</u>             | <u>-</u>            |
| <b>Net movement in funds</b>       | 23,557                     | 8,072                    | 31,629              |
| <br><b>RECONCILIATION OF FUNDS</b> |                            |                          |                     |
| Total funds brought forward        | 64,410                     | 2,432                    | 66,842              |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2022**

**9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

| Unrestricted<br>funds<br>£         | Restricted<br>funds<br>£ | Total<br>funds<br>£ |
|------------------------------------|--------------------------|---------------------|
| <u>£</u>                           | <u>£</u>                 | <u>£</u>            |
| <b>TOTAL FUNDS CARRIED FORWARD</b> | <b>87,967</b>            | <b>10,504</b>       |
|                                    | <u>87,967</u>            | <u>10,504</u>       |
|                                    |                          | <u>98,471</u>       |

**10. TANGIBLE FIXED ASSETS**

Fixtures  
and  
fittings  
£

**COST**

At 6 April 2021 and 5 April 2022

11,781

**DEPRECIATION**

At 6 April 2021

8,408

Charge for year

843

At 5 April 2022

9,251

**NET BOOK VALUE**

At 5 April 2022

2,530

At 5 April 2021

3,373

**11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

| 2022           | 2021       |
|----------------|------------|
| £              | £          |
| Other debtors  | -          |
| Accrued income | 57         |
| Prepayments    | -          |
| <u>310</u>     | <u>283</u> |
| <u>4,228</u>   | <u>340</u> |

**12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

| 2022                            | 2021         |
|---------------------------------|--------------|
| £                               | £            |
| Trade creditors                 | 2,029        |
| Social security and other taxes | 696          |
| Accrued expenses                | 3,500        |
| <u>7,400</u>                    | <u>3,500</u> |
| <u>12,064</u>                   | <u>6,225</u> |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2022**

**13. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

|                     | Unrestricted<br>funds | Restricted<br>funds | 2022<br>Total<br>funds | 2021<br>Total<br>funds |
|---------------------|-----------------------|---------------------|------------------------|------------------------|
|                     | £                     | £                   | £                      | £                      |
| Fixed assets        | 2,530                 | -                   | 2,530                  | 3,373                  |
| Current assets      | 89,317                | 1,479               | 90,796                 | 101,323                |
| Current liabilities | <u>(12,064)</u>       | <u>-</u>            | <u>(12,064)</u>        | <u>(6,225)</u>         |
|                     | <u>79,783</u>         | <u>1,479</u>        | <u>81,262</u>          | <u>98,471</u>          |

**14. MOVEMENT IN FUNDS**

|                                                                           | At 6.4.21<br>£ | Net<br>movement<br>in funds<br>£ | At<br>5.4.22<br>£ |
|---------------------------------------------------------------------------|----------------|----------------------------------|-------------------|
| <b>Unrestricted funds</b>                                                 |                |                                  |                   |
| General fund                                                              | 83,967         | (8,184)                          | 75,783            |
| IT Fund                                                                   | <u>4,000</u>   | <u>-</u>                         | <u>4,000</u>      |
|                                                                           | 87,967         | (8,184)                          | 79,783            |
| <b>Restricted funds</b>                                                   |                |                                  |                   |
| Arts Council England - Celebrating Communities<br>through Dance in Woking | 1,265          | (1,265)                          | -                 |
| Active Surrey - Sportivate - Satellite Club                               | 2,432          | (2,432)                          | -                 |
| Surrey Community Foundation - Youth                                       | <u>6,807</u>   | <u>(5,328)</u>                   | <u>1,479</u>      |
|                                                                           | <u>10,504</u>  | <u>(9,025)</u>                   | <u>1,479</u>      |
| <b>TOTAL FUNDS</b>                                                        | <u>98,471</u>  | <u>(17,209)</u>                  | <u>81,262</u>     |

Net movement in funds, included in the above are as follows:

|                                                              | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|--------------------------------------------------------------|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b>                                    |                            |                            |                           |
| General fund                                                 | 82,263                     | (90,447)                   | (8,184)                   |
| <b>Restricted funds</b>                                      |                            |                            |                           |
| Arts Council England – Grants for the Arts<br>scheme         | 15,000                     | (16,265)                   | (1,265)                   |
| Active Surrey Sportivate - Satellite Club                    | -                          | (2,432)                    | (2,432)                   |
| Surrey Community Foundation                                  | 8,913                      | (14,241)                   | (5,328)                   |
| Active Surrey - HAF4 Programme                               | 8,781                      | (8,781)                    | -                         |
| Surrey Arts Partnership Youth Recovery Fund Waverley Council | 800                        | (800)                      | -                         |
| Metropolitan Thames Valley Kingsmoor Park Estate             | <u>1,125</u>               | <u>(1,125)</u>             | <u>-</u>                  |
|                                                              | <u>34,619</u>              | <u>(43,644)</u>            | <u>(9,025)</u>            |
| <b>TOTAL FUNDS</b>                                           | <u>116,882</u>             | <u>(134,091)</u>           | <u>(17,209)</u>           |

# DANCE WOKING LIMITED

## NOTES TO THE FINANCIAL STATEMENTS - continued for the year ended 5 April 2022

### 14. MOVEMENT IN FUNDS - continued

#### Comparatives for movement in funds

|                                                                           | At 6.4.20<br>£ | Net<br>movement<br>in funds<br>£ | Transfers<br>between<br>funds<br>£ | At<br>5.4.21<br>£ |
|---------------------------------------------------------------------------|----------------|----------------------------------|------------------------------------|-------------------|
| <b>Unrestricted funds</b>                                                 |                |                                  |                                    |                   |
| General fund                                                              | 60,410         | 23,107                           | 450                                | 83,967            |
| IT Fund                                                                   | <u>4,000</u>   | <u>-</u>                         | <u>-</u>                           | <u>4,000</u>      |
|                                                                           | 64,410         | 23,107                           | 450                                | 87,967            |
| <b>Restricted funds</b>                                                   |                |                                  |                                    |                   |
| Arts Council England - Celebrating Communities<br>through Dance in Woking | -              | 1,265                            | -                                  | 1,265             |
| Active Surrey - Sportivate - Satellite Club                               | 2,432          | -                                | -                                  | 2,432             |
| Surrey Community Foundation - Youth                                       | -              | 6,807                            | -                                  | 6,807             |
| High Sheriff Youth Awards                                                 | <u>-</u>       | <u>450</u>                       | <u>(450)</u>                       | <u>-</u>          |
|                                                                           | <u>2,432</u>   | <u>8,522</u>                     | <u>(450)</u>                       | <u>10,504</u>     |
| <b>TOTAL FUNDS</b>                                                        | <u>66,842</u>  | <u>31,629</u>                    | <u>-</u>                           | <u>98,471</u>     |

Comparative net movement in funds, included in the above are as follows:

|                                            | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|--------------------------------------------|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b>                  |                            |                            |                           |
| General fund                               | 97,357                     | (74,250)                   | 23,107                    |
| <b>Restricted funds</b>                    |                            |                            |                           |
| Arts Council England – Grants for the arts | 30,374                     | (29,109)                   | 1,265                     |
| Surrey Community Foundation - Youth        | 8,079                      | (1,272)                    | 6,807                     |
| High Sheriff Youth Awards                  | <u>2,360</u>               | <u>(1,910)</u>             | <u>450</u>                |
|                                            | <u>40,813</u>              | <u>(32,291)</u>            | <u>8,522</u>              |
| <b>TOTAL FUNDS</b>                         | <u>138,170</u>             | <u>(106,541)</u>           | <u>31,629</u>             |

During the year a purchase of a GoPRO for £450 was made from the High Sheriff Youth fund, which has now been transferred to the General fund.

### 15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 5 April 2022.

**DANCE WOKING LTD**

England & Wales - Charity number 1042690

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# Accounts

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**DANCE WOKING LIMITED**  
**UNAUDITED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2021**

HPCA Limited  
Chartered Accountants  
Station House  
Connaught Road  
Brookwood  
Woking  
Surrey  
GU24 0ER

**DANCE WOKING LIMITED**

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**for the year ended 5 April 2021**

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**DANCE WOKING LIMITED**

**REPORT OF THE TRUSTEES**  
**for the year ended 5 April 2021**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 5 April 2021. The trustees have adopted the provisions of 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) (effective 1 January 2019).

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2021**

#### **OBJECTIVES AND ACTIVITIES**

##### **OBJECTS AND ACTIVITIES FOR THE PUBLIC BENEFIT**

Dance Woking's Objects as seen in the company's Articles of Association are:

To advance education for the public benefit by the promotion of the arts particularly but not exclusively the art of dance.

Established in 1994, Dance Woking is an innovative dance organisation that provides accessible opportunities to watch, perform and take part in dance. We have nurtured and sustained the overall dance ecology in the town benefiting many thousands of people as performers, participants or audiences.

Our primary aim has always been to provide high quality, creative experiences that inspire artists, audiences, participants and communities. Our work is predominantly for the population of Woking and the surrounding Surrey towns and villages, achieving a regional and national impact and reputation.

Dance Woking's vision is of a thriving and connected community of diverse, creative people, whose lives, minds and bodies are enriched through dance and movement. Our mission is to enable participation, to inspire creativity, and to connect individuals of all ages in moving and memorable creative experiences.

Our regularly reviewed business plan outlines seven key aims for Dance Woking:

- **DANCE FOR ALL:** all levels of experience, ability and financial circumstances.
- **QUALITY FOR ALL:** we strive to ensure that all our work is delivered to the highest quality professional standards
- **PARTNERSHIP WORKING:** we work with organisations at local and regional levels including venues, community organisations, art galleries, museums, libraries, universities, local businesses and dance companies.
- **SUPPORT FOR ARTISTS:** a vital part of dance development locally, regionally and nationally, we foster talent and encourage artists as role models
- **CREATIVITY AS A DRIVER OF CHANGE:** as an essential factor in personal and organisational growth, creativity dictates the way we tackle all challenges.
- **RISK-TAKING AS A WAY FORWARD:** we are open to both success and failure as long as we do not hinder the development of dance. What may at first look challenging may well turn out to be a new direction.
- **DANCE AS A POSITIVE INFLUENCE:** participating in and watching dance can be inspirational, healthy, provocative and challenging.

As a well-managed, long-standing and visible creative force in the local community, with a skilled and ambitious Board of Trustees and supportive funding partners, we are committed to growing Woking's strong local identity.

Our practical projects can positively improve the physical and mental wellbeing of local residents. We offer a range of exciting dance led activities serving and support a diverse range of networks across Woking and Surrey. We engage people across the spectrum from schoolchildren to students and recent graduates, from dance professionals; young people outside training and education, the elderly, to those with English as a second language. Families and other intervention agencies value us for our youth projects, and we enable older people to stay active and connected with their friends and communities. We have taken advantage of the 2020/21 interruption to our activities to plan and invest in developing an improved website presence with a new directory of dance artists which we hope will further and improve connections within our close-knit industry in Surrey and the South East. (<https://www.dancewoking.com/>)

Our affordable live public performances attract new audiences to dance as a much-loved, easily adaptable art form. Our pop-up and festival appearances, often working with partners in shopping centres or local parks, bring Woking's public spaces to life engaging whole communities, and showcasing skills in extraordinary ways. Dance Woking's ambitious and creative projects reinforce the town's appeal as a great place to live, work and enjoy life - an important aspect of a post-Covid world of remote/hybrid working and family 'staycations'.

We're committed to using our unique skills and deep-rooted understanding of the communities needs to break down barriers to arts participation and enjoyment whether they are geographical, financial, physical or cultural.

Beyond traditional performance, Dance Woking has the potential to reach out more than ever into lifelong learning, health and sport - and through this, boost collective civic pride - whilst sourcing new funding streams and building new partnerships.

Dance Woking is an established conduit for professional dance artists and the local community. We believe in the power of dance to transform and change individuals and society for the better. Our approach is inclusive, personal and specific: we proudly provide dance access on the broadest basis and in doing so, support physical and mental well-being, confidence and self-esteem.

**DANCE WOKING LIMITED**

**REPORT OF THE TRUSTEES**  
**for the year ended 5 April 2021**

**OBJECTS AND ACTIVITIES FOR THE PUBLIC BENEFIT continued**

We support dance artists in the creation of new work and in professional development and training and during 2020/21 we have been developing new membership schemes, we actively encourage creativity, quality and depth of engagement. Dance needs both dancers and audiences to embrace new challenges to move forward unlocking emotions, building connections, and breaking down barriers.

Our events and campaigns bring unexpected and lasting benefits through dance to real communities at grass roots level where they have real and sustainable impact leading to and promoting new lifestyles. We offer extensive employment opportunities to hundreds of freelance dance artists and teachers, many of whom take their experience onto other parts of the region and often run their own small businesses. For relatively modest financial investments from our funders, we know the wider valuable contribution our work makes to both the local economy and cultural ecology. The national cultural impact we have through our highly regarded reputation which attracts people to want to live and work in Woking, for example feeding into the TV/film industry.

The pandemic accelerated our 'digital first' ambitions and we successfully transferred much of our performance activity online to the delight both of our regulars and of newcomers discovering us for the first time which has prompted a long-term commitment to integrating digital into our programme. By working digitally smart we can improve accessibility.

We are determined to make dance accessible and believe it is our duty to play a part in reducing social inequality by bringing people together. We have been using 2020/21 to begin developing our ambitions as we plan how we can increase connectivity, to become regional leaders in Dance through low cost, maximum impact avenues.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2021**

#### **ACHIEVEMENT AND PERFORMANCE** **Charitable activities 2020/21**

We adapted the summer programme to feature an Online Dance Season comprising of four types of classes:

- Weekly drop-ins, no previous experience required, sign-up was as flexible as possible, which could be for just one session or all four; this session was family focussed, to help continuity and build a following the sessions were held on the same weekday and time each week during August and included a mixed fun dance programme of featuring Family Bollywood Dance, led by a local Bollywood, specialist Isha Nandra and a Toddler/Family creative dance led by specialist Heidi Harris
- For aspiring youth talent we hosted a linked series of four sessions, some dance experience was required, with a commitment to attend all four sessions; this was led by Ihsaan De Banya (who previously danced with Richard Alston Dance Company) and focussed at our Youth Dance Audience
- For older and isolated adults and specifically targeting our Social Tea Dance Community we developed an online tea dance that included a seated and standing dance element, an opportunity to chat and interact with the Dance Woking team, with a fun style led dance that included Salsa, Flamenco, Disco and Jive
- For young people who had started on our in-school Dance & Resilience Programme called - Mind & Movement: that focussed on health & wellbeing in partnership with the Youth Service and School, we tested an online version rather than face to face; Woking High School Year 8 Boys & Year 9 Girls who were invited to participate via the PSHE team.

There was no cost to participate although donations were welcomed with details of how to donate posted in the Zoom 'chat' function. This was the first-time online teaching content has been provided by Dance Woking. All sessions were facilitated by one of our team members and participants enrolled in advance via online ticketing system Eventbrite, via direct e-shots to previous audiences/participants, with most promotion via Facebook/Instagram/Twitter and Dance Woking's website.

The process enabled the team and our audience to skill up on the use of online tools and platforms. Dance Woking received positive feedback from the attendees, numbers taking part on the day reflected weather conditions, with sign-ups being greater than attendees. Needless to report that hot sunny days reflected in lower online attendance.

**Imagine Kantha:** The aim of the project was to bring together people of different ages, backgrounds, ethnicity's and abilities to provide a creative, social and integrated experience using movement and art to develop the physical and emotional wellbeing of participants and help create increased community cohesion and social acceptance in their neighbourhoods.

It was designed to enable communities to engage with local arts provision as a way to share a commonality of experience and build links for the future. The project was initially linked to Refugee week in June 2020 and to two Summer outdoor day events in July 2020. Due to the impact of Covid-19 we had to change the way we delivered the project. We were unable to deliver activity in the summer of 2020, and revised the project to take into account the current environmental situation and restrictions imposed by Covid-19. The project was reshaped in partnership with Women's Liaise Centre Woking & Amina Khayyam Dance; Ishrat Ahmad, Project Coordinator was able to encourage women attending to create artwork using Kantha stitch. The pieces created were reflective and a way for the participants to share past memories, as well as highlight current issues that were affecting them.

The project was reshaped to retain our overall aims with the professional artists support, now featuring a much longer timescale and a changed delivery method; We planned to start holding face to face sessions, in the autumn. In October 2020 we managed to hold our first face to face workshop, which was attended by six representatives from three community groups from Liaise Women's Centre and five members of Dance Woking's freelance dance team who were going to support the delivery of the dance element of the project: Leading the workshops were Bhajan Hunjan, a professional visual artist and Amina Khayyam, a professional dance artist specialising in Contemporary Kathak. The workshop was held at Old Woking Community Centre working within Covid-19 restrictions. The session went very well and feedback from both participants and the dance team was very encouraging and we planned to continue to run further sessions in this format, trialling connectivity in-between sessions through the use of a Whatsapp group.

The third lockdown in November/December meant that face-to-face delivery wasn't possible; we re-grouped in January 2021 to plan online delivery options. Following a series of online sessions with the core delivery team we came up with a new plan to deliver sessions through a blended format featuring written instruction guidelines, video clips and online live support and delivery. Each participant received an art pack. Whilst engagement was challenging we were able to work with two primary schools (60 x year 4 children), Woking Women's group (which include), three Woking Borough Council Youth groups: (a group for Young Carers, An LGBT+ group called & a Girls only Group), plus over 40 multi-generational women and children linked to Woking Women's Liaise Centre.

Working face to face within a school setting was not possible during the rest of this financial year.

The social 'Tea Dances' were re-imagined from face to face-quarterly events to bi-monthly online events, where we continued to work in partnership with Woking Borough Council.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2021**

#### **FINANCIAL REVIEW**

##### **Financial position**

Dance Woking's (DW's) financial period for these accounts runs from 6 April 2020 to 5 April 2021

##### **Principal funding sources**

- Woking Borough Council
- Arts Council England, Emergency Response Fund for organisations (non NPO)
- Surrey Community Foundation
- Surrey High Sheriff
- Big Lottery Awards For All
- Active Surrey Sportivate
- Dance Woking Income through Fees & Tickets

In 2020 we received funding from Arts Council England's Emergency Fund (Cultural Recovery) to help support Dance Woking re-imagine its future in the new environment and also help support our freelance community.

We made the decision to reduce costs by moving from an office base to home working. This move was supported by Woking Borough Council's Community Team who kindly provided us with the use of a changing room as a store in Goldsworth Park.

Funding was received from Big Lottery Awards for All so that Imagine Kantha could be revised and re-imagined as an online project. This was subsequently extended in length and is due to be finalised by an exhibition in Peacock's Shopping Centre in 2021/22.

Funding was received from Surrey High Sheriff to support a Digital initiative focussed on health and wellbeing called 'Mind & Movement'. The project was delivered at Burbank Children's Home as soon as it was possible to deliver face to face safely and in a 'bubble'. The project will continue into 2021/22.

Funding received from Active Surrey to address inactivity in teenagers is being held in reserve until we are able to deliver the project, in two secondary schools, again likely in 2021/22.

Similarly funding received from Surrey Community Foundation has had an extended time frame for delivery, when Covid restrictions ease.

In the summer of 2020, we created a new series of online activities to help develop our digital skills, to test audience response to online engagement and explore future possibilities. This included trialling an online version of the Dance & Resilience Project (Mind & Movement) which was being delivered in partnership with Woking High and funded by Active Surrey.

##### **Management, Governance and Finance**

2020/21 was a very challenging year for Dance Woking; the massive impact the pandemic had on the organisation, with lockdowns and restrictions on movement meant that Dance Woking had to re-evaluate its position and how it could best support the local community and remain relevant. Being a small, agile organisation, meant that the team was able to adapt to the changed environment. With the complete loss of earned income through activity, Dance Woking focussed on increasing support from Trusts and Foundations. We successfully received an Emergency Response Grant from Arts Council England that enabled the organisation to adapt to home working, build IT skills for online delivery and home working, as well as support the local Freelance Dance Community. In line with Dance Woking's continuing ambition to have a broad number of funders we successfully received funds from Surrey Community Foundation, The Big Lottery Awards for All Scheme, Active Surreys Sportivate Scheme and Surrey High Sheriff Youth Grant. The projects were altered to factor in restrictions, and the organisation managed to develop innovative ways of working to enable delivery and community engagement to continue.

##### **Reserves policy**

In February 2021 Dance Woking's reserved policy was revised and the sum set aside increased to manage the potential necessity to close the organisation. The reserves policy includes redundancy costs for the current staff team as well as costs of winding up the organisation if the situation requires it. The reserves policy will continue to be reviewed annually and keep a minimum administration reserve of 3 months basic operating costs along with any redundancy commitments. The board sets the level of the reserve fund on an annual basis.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2021**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The company is incorporated under the Companies Act, and its governing document is its memorandum and articles of association. The company is a registered charity.

##### **Charity constitution**

Dance Woking is a registered charity and is governed by an elected Board of Trustees who steer the organisation in its mission via the Executive Producer/Director's vision.

##### **Risk management**

Dance Woking, as a charity and an arts organisation working in the performing arts, is exposed to a number of risks. The board has identified risks and undertaken steps in mitigating these. The risks relate to financial, managerial, compliance and programme conditions all of which are collated in a Dance Woking Risk Register. The Register, health and safety at work, safeguarding and risk management is reviewed and monitored regularly by the board at its meetings. Dance Woking undertakes a risk assessment of each project and programme related activity. The Risk Assessment includes a new Covid19 element which is updated regularly inline with Government Guidelines and requirements.

##### **Governance**

Dance Woking benefits from the support of a well-engaged and active board, comprising individuals from the arts and local communities, their experience covers a range of areas including dance education in both publicly funded arts organisations and schools, fundraising, governance, fundraising, private dance sector, business development and choreography

#### **Overview of changes in Management and Governance**

##### **Governance**

2020/2021 saw some changes to the Board with two Trustees leaving; Long serving Trustee Jon Jagger resigned in December 2020, his skills as a Chartered Accountant will be greatly missed as he oversaw and reported on Dance Woking's finances to the Board, this role is now being managed by the Chair, Alan Sutherland. At the same time another long serving Trustee Tara Stevenson also stepped down from the Board. Dance Woking has used 2020/21 to continue to skill-up its current Trustees through programmes such as 'Change Creation' as well as working with Rob Macpherson (Creating Impakt) to further strengthen the Board and the organisations impact. In 2021/22 Dance Woking will be seeking to further strengthen the Board to fill some of the skills gaps it has identified and also seek to strengthen its relevance by ensuring it is inclusive and diverse and represents the community we serve.

##### **Board of Trustees**

Jon Jagger - Chartered Accountant  
Katie Paling - Marketing Manager, Aakash Odedra  
Tara Stevenson - Events Accounts Manager, ICE  
Alan Sutherland - CEO, University of Surrey Students Union  
Ross Carter - Surrey County Council, Targeted Youth Worker  
Chase Demmers - Educational Programme Development and Training Executive -  
Stagecoach Performing Arts Worldwide  
Carla Kingham - Freelance Producer & Director  
Karen Robinson – Freelance Producer & Lecturer

##### **Management**

Sam McCaffrey, CEO/Artistic Director has been leading the team since her appointment in November 2010. Staff changes this year include: the promotion of Eleanor Dowling to Engagement Manager, and the continued appointment of Matilda Maginnis on a fixed term part-time basis as Administrator. Lilia Calnev continued as Marketing Assistant until August 2020 when she took 12 months maternity leave. Dance Woking took advantage of the Government's Furlough Scheme in order to save resources when it wasn't possible to undertake activity. During these periods the team were able to take advantage of a plethora of high quality free training programmes to skill-up in online delivery, with a focus on different IT programmes such as Microsoft Teams, and Zoom, audience development and adapting to the changed environment. The team took advantage of the Governments Furlough Scheme, which enabled Dance Woking to manage financial pressures until it was possible to deliver a programme of activity.

Dance Woking relies on its well-established network of freelancers that support our small-dedicated staff team, of note Matilda Maginnis continued as a freelance Administrator following funding received from Arts Council England's Emergency Response Fund. This enabled the organisation to have a presence and continue engaging with its core audience whilst some of the staff team were on Furlough. The lack of regular opportunities for our freelance outreach and support team has had huge impacts on them with some leaving the sector. This could cause skills gaps in the future, as there are less creative freelancers in our area to support our future ambition.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2021**

#### **Volunteers**

Dance Woking, relies on a dedicated team of volunteers to help us deliver our programme of activities and events and enable us to extend our reach and engagement. The pandemic has impacted on our ability to do this in 2020/21, which we paused in 2020/21; we will focus on our volunteer engagement in 2021/22.

Dance Woking joined membership of NCVO (which also provides support for Trustees), we list opportunities on websites like Better Impact, Woking Borough Council's volunteer scheme, Voluntary Action South West Surrey.

Volunteers' skills have helped us to develop our online activity. For example, in December 2020 we worked with 13 volunteer students from the University of Surrey over three days which included preparation, recording and live broadcast to support a produce a professional online presentation targeted at Dance Woking's key stakeholders. The Chair, Alan Sutherland and Sam McCaffrey, CEO/Artistic Director, led the event supported by Trustees and Dance Woking staff. Using the skills of the students, Dance Woking was able to present a professional broadcast about our future ambition for 2021.

#### **Organisational development**

By developing more meaningful, unique and enriching engagement opportunities with different community groups we are able to build a greater level of grass roots support giving more depth to the participants experience. We want to be able to continue to inspire and surprise our audiences and supporters by our offer and have learnt that in order to do this we need to continue to innovate and develop our ideas and how we engage with different communities within Woking and Surrey. The last 12 months has made this very challenging for Dance Woking with the Pandemic and National lockdowns.

The Pandemic has added to the already challenging political and financial landscape. Dance Woking has been supported during this very challenging time by work from Creative Industry specialists who transferred their services very quickly and effectively online, including Arts Marketing Association, The Audience Agency, Arts Council England, People Make It Work, Tech Soup and other institutions. The changes we are experiencing now require us to develop new strategies, new resources and approaches to make us a more sustainable and resilient organisation, but also relevant to the communities we serve. Approaches we used to take are no longer available to us. Board development including Board skills has continued to be a focus for us in 2020/21.

April 2020 saw the team take advantage of the Government's Furlough scheme as events and activities were paused due to the pandemic with the initial expectation that the National Lockdown would be a short lived. Unfortunately this was not the case and Dance Woking took this opportunity to re-evaluate how we could best contribute to the communities we serve. Key changes included:

##### **1. Move from office base to online working:**

In September 2020 Dance Woking moved from its physical office base in Woking Town Centre, with the support of Woking Borough Council, to online working. Woking is still the home of Dance Woking and the organisation has a storage unit in Goldsworth Park. The organisation prides itself on being agile and with key partners like Woking Borough Council, the move won't affect the organisations ability to work within local communities.

##### **2. Focus on skills development and strategy through Managing Change Programme:**

Dance Woking continued to engage with the Change Creation Programme, led by People Make it Work, a two-year programme where organisations look to make a step change (support is also achieved through peer-to-peer learning from other organisations on the programme). Change Creation is a programme specifically designed for organisations who have a change or development that will make them more resilient and who know that working with other like-minded organisations generates amazing results. This cohort has 60 different organisations taking part. Each organisation helps to develop the curriculum, so whether the change plan involves becoming more financially independent and stable, refreshing strategy and business models, shifting organisational culture, connecting with new audiences, building capacity or attracting alternative finance to fund growth, together the organisations create a curriculum, with tools and resources to support plans and realize lasting change. The programme very successfully adapted to online delivery and provided us with a much needed regular touch point with other cultural organisations. Dance Woking was able to gain insight and support from this programme as the shock of the pandemic continued to impact the cultural community for the rest of the year.

##### **3. Brand Development:**

###### **a. Key Stakeholder Perception Survey:**

In the summer of 2020 Dance Woking undertook a Key Stakeholder Perception Survey, supported by Rob Macpherson, Creating Impact Ltd, to help inform the organisation of its presence within defined communities and reach such as local, regional and national. Including funders, community leaders, press, other cultural organisations etc. The feedback received was mixed and included positive comments like: Trusted and respected; Creative with high artistic standards; Community work is admired, has impact; Energy and commitment, well connected; Appetite for new partnerships (wider than arts); Public events visible and valued (especially Party in the Park)

Less good feedback included: Relatively low public profile with few ambassadors; Funding limitations are recognised Low expectations of brand awareness (beyond arts world); Mixed understanding/awareness of values, history, background; There is a 'seat at the table' but louder voice and clearer messaging required.

## **DANCE WOKING LIMITED**

### **REPORT OF THE TRUSTEES** **for the year ended 5 April 2021**

Feedback from key stakeholders included supportive positive statements such as:

*"they are a delivery partner we can trust - they do what they say they will do - happy for them to come to us with fundable ideas."*

*"They are visible - there is a presence - they are on the radar, there is real value to what they do but they could be quite a bit more than that"*

*"lots of new audiences - and ethnic backgrounds - DW attracts a different database - they do lots of audience research -curious and engaged. You see new faces..."*

*"their focus is on widening access BUT not dumbing down..."*

*"their marketing and brand should focus on them as a Woking organisation - forget regional and national which are far less important for a few years - a strong presence in neighbourhood will resonate..."*

*"the cultural offer is becoming more important - it used to be 'let's fund a football team' -now it's 'can we find a dance aspect to an arts or crafts event'... this is from government policy about active lifestyle, dance is recognised as important contributor -"*

Dance Woking continued to work with Rob Macpherson in November and early December 2020 to respond to the survey feedback. Strategy and thinking undertaken through the Change Creation programme also fed into the process. The Board reviewed Dance Woking's strategy, including vision, mission, and purpose. The Future strategy focus included brand awareness and messaging.

We used 2020/21 to start repositioning as an active, engaged and well-connected regional leader, a generous and authoritative signpost and artistic catalyst. On Tuesday 15 December 2020, supported by University of Surrey students through Stag TV, Dance Woking hosted a live presentation, broadcast online on, to Dance Woking's Key Stakeholder's. This live online event was delivered by Chair Alan Sutherland & CEO/Artistic Director Sam McCaffrey and supported by the Board and Staff Team. The event called 25 Years of Dance Woking - Stepping into the Future - set out our ambitions for 2021 and can be viewed following this link: <https://vimeo.com/493027113/3611786e81>

#### **b. Brand Development: Website review:**

Dance Woking, working with Surrey based marketing and website specialists AKIKO Ltd, used Stakeholder feedback to plan and create a new website, that has clearer messaging, a revised Dance Directory, details of the different strands of our work and how they interlink under our Inspire Programme, a new membership scheme for Freelance Industry Creatives, a new sponsorship section and ways to stay in touch with Dance Woking and get involved. The new website is planned to be launched in April 2021.

#### **c. Brand Development: Dance Woking's Online Reach was developed in 2020/21**

Our ability to engage with our audience face to face was extremely limited in 2020/21. We took the opportunity to develop our IT skills and build our online reach. To build our audience we delivered regular weekly postings on social media mixing reflections and features with highlights from previous platforms, participation, and other activities. Regular themes (such as 'Take part Tuesdays') encouraged continued engagement and was well received.

- 6,840 on Instagram
- 35,796 through Facebook
- 27,848 via Twitter

**4. Sponsorship:** AKIKO Ltd continue to support Dance Woking through brand development and as detailed above are supporting Dance Woking's refresh of our website in 2021.

## **REFERENCE AND ADMINISTRATIVE DETAILS**

### **Registered Company number**

02963208 (England and Wales)

### **Registered Charity number**

1042690

### **Registered office**

Station House  
Connaught Road  
Brookwood  
WOKING  
Surrey  
GU24 0ER

**DANCE WOKING LIMITED**

**REPORT OF THE TRUSTEES**  
**for the year ended 5 April 2021**

**Trustees**

J Jagger - resigned 31 January 2021  
K Paling  
T Stevenson - resigned 7 December 2020  
A Sutherland  
K Robinson  
R Carter  
C Demmers  
C Kingham

The directors of the company act as the trustees and are elected by the members. The directors who held office during the year are listed in the information sheet.

Executive powers of the charity are delegated to the Executive Director and employees of the organisation.

**Company Secretary**

S McCaffrey

**Independent Examiner**

HPCA Limited  
Chartered Accountants  
Station House  
Connaught Road  
Brookwood  
Woking  
Surrey  
GU24 0ER

Approved by order of the board of trustees on 15.01.22 and signed on its behalf by:



Karen Robinson - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF**  
**DANCE WOKING LIMITED**

**Independent examiner's report to the trustees of Dance Woking Limited ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 5 April 2021.

**Responsibilities and basis of report**

As the charity's 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').

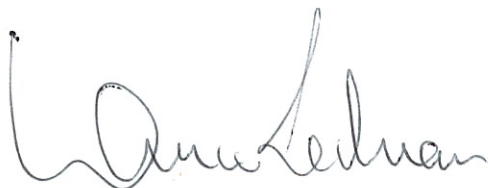
Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). 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:

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.



Lance Redman BSc ACA FCCA  
for and on behalf of  
HPCA Limited  
Chartered Accountants  
Station House  
Connaught Road  
Brookwood  
Woking  
Surrey  
GU24 0ER

Date: .....

25 January 2022

**DANCE WOKING LIMITED**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**for the year ended 5 April 2021**

|                                        | Notes | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2021<br>Total<br>funds<br>£ | 2020<br>Total<br>funds<br>£ |
|----------------------------------------|-------|----------------------------|--------------------------|-----------------------------|-----------------------------|
| <b>INCOME AND ENDOWMENTS FROM</b>      |       |                            |                          |                             |                             |
| Donations and legacies                 | 2     | 82,779                     | 40,813                   | 123,592                     | 121,295                     |
| <b>Charitable activities</b>           |       |                            |                          |                             |                             |
| Dance events and workshops             |       | 445                        | -                        | 445                         | 19,081                      |
| Investment income                      | 3     | 41                         | -                        | 41                          | 111                         |
| Other income                           |       | <u>14,092</u>              | <u>-</u>                 | <u>14,092</u>               | <u>-</u>                    |
| <b>Total</b>                           |       | 97,357                     | 40,813                   | 138,170                     | 140,487                     |
| <br><b>EXPENDITURE ON</b>              |       |                            |                          |                             |                             |
| Raising funds                          |       | 5,130                      | -                        | 5,130                       | 5,132                       |
| <b>Charitable activities</b>           | 4     |                            |                          |                             |                             |
| Dance events and workshops             |       | 68,995                     | 32,291                   | 101,286                     | 143,734                     |
| Other                                  |       | <u>125</u>                 | <u>-</u>                 | <u>125</u>                  | <u>-</u>                    |
| <b>Total</b>                           |       | <u>74,250</u>              | <u>32,291</u>            | <u>106,541</u>              | <u>148,866</u>              |
| <br><b>NET INCOME/(EXPENDITURE)</b>    |       | 23,107                     | 8,522                    | 31,629                      | (8,379)                     |
| <b>Transfers between funds</b>         | 14    | <u>450</u>                 | <u>(450)</u>             | <u>-</u>                    | <u>-</u>                    |
| <b>Net movement in funds</b>           |       | 23,557                     | 8,072                    | 31,629                      | (8,379)                     |
| <br><b>RECONCILIATION OF FUNDS</b>     |       |                            |                          |                             |                             |
| <b>Total funds brought forward</b>     |       | <u>64,410</u>              | <u>2,432</u>             | <u>66,842</u>               | <u>75,221</u>               |
| <br><b>TOTAL FUNDS CARRIED FORWARD</b> |       | <u><u>87,967</u></u>       | <u><u>10,504</u></u>     | <u><u>98,471</u></u>        | <u><u>66,842</u></u>        |

The notes form part of these financial statements

**DANCE WOKING LIMITED**

**BALANCE SHEET**

**5 April 2021**

|                                              | Notes | 2021<br>£      | 2020<br>£     |
|----------------------------------------------|-------|----------------|---------------|
| <b>FIXED ASSETS</b>                          |       |                |               |
| Tangible assets                              | 10    | 3,373          | 2,978         |
| <b>CURRENT ASSETS</b>                        |       |                |               |
| Debtors                                      | 11    | 340            | 3,793         |
| Cash at bank and in hand                     |       | <u>100,983</u> | <u>70,283</u> |
|                                              |       | 101,323        | 74,076        |
| <b>CREDITORS</b>                             |       |                |               |
| Amounts falling due within one year          | 12    | (6,225)        | (10,212)      |
| <b>NET CURRENT ASSETS</b>                    |       | <u>95,098</u>  | <u>63,864</u> |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |       | <u>98,471</u>  | <u>66,842</u> |
| <b>NET ASSETS</b>                            |       | <u>98,471</u>  | <u>66,842</u> |
| <b>FUNDS</b>                                 | 14    |                |               |
| Unrestricted funds                           |       | 87,967         | 64,410        |
| Restricted funds                             |       | <u>10,504</u>  | <u>2,432</u>  |
| <b>TOTAL FUNDS</b>                           |       | <u>98,471</u>  | <u>66,842</u> |

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 5 April 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 5 April 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 15.01.22 and were signed on its behalf by:

  
Karen Robinson - Trustee

The notes form part of these financial statements

**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 5 April 2021**

continued...

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2021**

**1. ACCOUNTING POLICIES - continued**

**Facilities and services provided by third parties**

**Members liability**

The company is limited by guarantee and the liability of the members is limited to £1 each.

**2. DONATIONS AND LEGACIES**

|                               | 2021           | 2020           |
|-------------------------------|----------------|----------------|
|                               | £              | £              |
| Grants                        | 122,592        | 113,440        |
| Support grant                 | 1,000          | -              |
| Donated services & facilities | <u>-</u>       | <u>7,855</u>   |
|                               | <u>123,592</u> | <u>121,295</u> |

Donated services received from third parties have been included as both income and costs. However, the charitable company also receives subsidised use of rooms and facilities from Woking Borough Council mainly within the HG Wells and Rhoda McGaw Theatre during the year for rehearsing and performing of shows. These have not been included as their inclusion would make the figures appear misleading.

Grants received, included in the above, are as follows:

|                                                             | 2021           | 2020           |
|-------------------------------------------------------------|----------------|----------------|
|                                                             | £              | £              |
| Arts Council England - Grant for the Arts Scheme            | 1,500          | 31,500         |
| Woking Borough Council                                      | 71,782         | 72,320         |
| Sportivate - Active Surrey                                  | -              | 4,235          |
| WBC - Party in the Park                                     | -              | 5,000          |
| Big Lottery - Awards for All                                | 9,997          | -              |
| Surrey Community Foundation - Dance & Resilience            | 8,079          | -              |
| Metropolitan Housing Association                            | -              | 385            |
| Arts Council England - Covid -19 Emergency Fund             | 28,874         | -              |
| High Sheriff Youth Awards - Health & Wellbeing Young People | <u>2,360</u>   | <u>-</u>       |
|                                                             | <u>122,592</u> | <u>113,440</u> |

**3. INVESTMENT INCOME**

|                          | 2021      | 2020       |
|--------------------------|-----------|------------|
|                          | £         | £          |
| Deposit account interest | <u>41</u> | <u>111</u> |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2021**

**4. CHARITABLE ACTIVITIES COSTS**

|                            | Direct<br>Costs<br>£ | Support<br>costs (see<br>note 5)<br>£ | Totals<br>£    |
|----------------------------|----------------------|---------------------------------------|----------------|
| Dance events and workshops | <u>25,229</u>        | <u>76,057</u>                         | <u>101,286</u> |

**5. SUPPORT COSTS**

|                            | Management<br>£ | Governance<br>costs<br>£ | Totals<br>£   |
|----------------------------|-----------------|--------------------------|---------------|
| Dance events and workshops | <u>72,877</u>   | <u>3,180</u>             | <u>76,057</u> |

Support costs, included in the above, are as follows:

**Management**

|                             | 2021<br>Dance<br>events<br>and<br>workshops<br>£ | 2020<br>Total<br>activities<br>£ |
|-----------------------------|--------------------------------------------------|----------------------------------|
| Wages                       | 53,924                                           | 55,055                           |
| Social security             | 1,209                                            | 1,750                            |
| Pensions                    | 2,889                                            | 2,352                            |
| Telephone & internet        | 1,492                                            | 510                              |
| Office stationery & postage | 461                                              | 415                              |
| Insurance                   | 1,853                                            | 1,528                            |
| Staff & board training      | 5,107                                            | 169                              |
| Memberships & Fees          | 130                                              | 250                              |
| Admin support               | 426                                              | 1,489                            |
| Rent & Service charges      | <u>5,386</u>                                     | <u>7,488</u>                     |
|                             | <u>72,877</u>                                    | <u>71,006</u>                    |

**Governance costs**

|                         | 2021<br>Dance<br>events<br>and<br>workshops<br>£ | 2020<br>Total<br>activities<br>£ |
|-------------------------|--------------------------------------------------|----------------------------------|
| Accountancy fees        | 1,440                                            | 1,350                            |
| Independent examination | <u>1,740</u>                                     | <u>1,650</u>                     |
|                         | <u>3,180</u>                                     | <u>3,000</u>                     |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2021**

**6. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

|                                     | 2021<br>£ | 2020<br>£ |
|-------------------------------------|-----------|-----------|
| Depreciation - owned assets         | 1,166     | 992       |
| Deficit on disposal of fixed assets | 125       | -         |

**7. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 5 April 2021 nor for the year ended 5 April 2020.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 5 April 2021 nor for the year ended 5 April 2020.

**8. STAFF COSTS**

No employee received emoluments in excess of £60,000.

The total remuneration for key management personnel in the year was £51,000. (2020:51,000)

**9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

|                                        | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>funds<br>£      |
|----------------------------------------|----------------------------|--------------------------|--------------------------|
| <b>INCOME AND ENDOWMENTS FROM</b>      |                            |                          |                          |
| Donations and legacies                 | 85,560                     | 35,735                   | 121,295                  |
| <b>Charitable activities</b>           |                            |                          |                          |
| Dance events and workshops             | 19,081                     | -                        | 19,081                   |
| Investment income                      | <u>111</u>                 | <u>-</u>                 | <u>111</u>               |
| <b>Total</b>                           | 104,752                    | 35,735                   | 140,487                  |
| <br><b>EXPENDITURE ON</b>              |                            |                          |                          |
| Raising funds                          | 5,132                      | -                        | 5,132                    |
| <b>Charitable activities</b>           |                            |                          |                          |
| Dance events and workshops             | 99,970                     | 43,764                   | 143,734                  |
| <b>Total</b>                           | <u>105,102</u>             | <u>43,764</u>            | <u>148,866</u>           |
| <br><b>NET INCOME/(EXPENDITURE)</b>    | <br>(350)                  | <br>(8,029)              | <br>(8,379)              |
| <br><b>RECONCILIATION OF FUNDS</b>     |                            |                          |                          |
| <b>Total funds brought forward</b>     | <br><u>64,760</u>          | <br><u>10,461</u>        | <br><u>75,221</u>        |
| <br><b>TOTAL FUNDS CARRIED FORWARD</b> | <br><u><u>64,410</u></u>   | <br><u><u>2,432</u></u>  | <br><u><u>66,842</u></u> |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2021**

**10. TANGIBLE FIXED ASSETS**

Fixtures  
and  
fittings  
£

**COST**

At 6 April 2020

13,063

Additions

1,686

Disposals

(2,968)

At 5 April 2021

11,781

**DEPRECIATION**

At 6 April 2020

10,085

Charge for year

1,166

Eliminated on disposal

(2,843)

At 5 April 2021

8,408

**NET BOOK VALUE**

At 5 April 2021

3,373

At 5 April 2020

2,978

**11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

| 2021           | 2020         |
|----------------|--------------|
| £              | £            |
| Other debtors  | 266          |
| Accrued income | 1,500        |
| Prepayments    | <u>2,027</u> |
|                | <u>3,793</u> |

|            |
|------------|
| 57         |
| -          |
| <u>283</u> |
| <u>340</u> |

**12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

| 2021                            | 2020          |
|---------------------------------|---------------|
| £                               | £             |
| Trade creditors                 | 6,712         |
| Social security and other taxes | -             |
| Accrued expenses                | <u>3,500</u>  |
|                                 | <u>10,212</u> |

|              |
|--------------|
| 2,029        |
| 696          |
| <u>3,500</u> |
| <u>6,225</u> |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2021**

**13. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

|                     | Unrestricted<br>funds | Restricted<br>funds | 2021<br>Total<br>funds | 2020<br>Total<br>funds |
|---------------------|-----------------------|---------------------|------------------------|------------------------|
|                     | £                     | £                   | £                      | £                      |
| Fixed assets        | 3,373                 | -                   | 3,373                  | 2,978                  |
| Current assets      | 90,819                | 10,504              | 101,323                | 74,076                 |
| Current liabilities | <u>(6,225)</u>        | <u>-</u>            | <u>(6,225)</u>         | <u>(10,212)</u>        |
|                     | <u>87,967</u>         | <u>10,504</u>       | <u>98,471</u>          | <u>66,842</u>          |

**14. MOVEMENT IN FUNDS**

|                                                                           | At 6.4.20<br>£ | Net<br>movement<br>in funds<br>£ | Transfers<br>between<br>funds<br>£ | At<br>5.4.21<br>£ |
|---------------------------------------------------------------------------|----------------|----------------------------------|------------------------------------|-------------------|
| <b>Unrestricted funds</b>                                                 |                |                                  |                                    |                   |
| General fund                                                              | 60,410         | 23,107                           | 450                                | 83,967            |
| IT Fund                                                                   | <u>4,000</u>   | <u>-</u>                         | <u>-</u>                           | <u>4,000</u>      |
|                                                                           | 64,410         | 23,107                           | 450                                | 87,967            |
| <b>Restricted funds</b>                                                   |                |                                  |                                    |                   |
| Arts Council England - Celebrating Communities<br>through Dance in Woking | -              | 1,265                            | -                                  | 1,265             |
| Sportivate - Satellite Club                                               | 2,432          | -                                | -                                  | 2,432             |
| Surrey Community Foundation - Performance<br>Parkour                      | -              | 6,807                            | -                                  | 6,807             |
| High Sheriff Youth Awards                                                 | <u>-</u>       | <u>450</u>                       | <u>(450)</u>                       | <u>-</u>          |
|                                                                           | <u>2,432</u>   | <u>8,522</u>                     | <u>(450)</u>                       | <u>10,504</u>     |
| <b>TOTAL FUNDS</b>                                                        | <u>66,842</u>  | <u>31,629</u>                    | <u>-</u>                           | <u>98,471</u>     |

Net movement in funds, included in the above are as follows:

|                                                                           | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|---------------------------------------------------------------------------|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b>                                                 |                            |                            |                           |
| General fund                                                              | 97,357                     | (74,250)                   | 23,107                    |
| <b>Restricted funds</b>                                                   |                            |                            |                           |
| Arts Council England - Celebrating Communities<br>through Dance in Woking | 30,374                     | (29,109)                   | 1,265                     |
| Surrey Community Foundation - Performance<br>Parkour                      | 8,079                      | (1,272)                    | 6,807                     |
| High Sheriff Youth Awards                                                 | <u>2,360</u>               | <u>(1,910)</u>             | <u>450</u>                |
|                                                                           | <u>40,813</u>              | <u>(32,291)</u>            | <u>8,522</u>              |
| <b>TOTAL FUNDS</b>                                                        | <u>138,170</u>             | <u>(106,541)</u>           | <u>31,629</u>             |

**DANCE WOKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 5 April 2021**

**14. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

|                                                   | At 6.4.19<br>£       | Net<br>movement<br>in funds<br>£ | At<br>5.4.20<br>£    |
|---------------------------------------------------|----------------------|----------------------------------|----------------------|
| <b>Unrestricted funds</b>                         |                      |                                  |                      |
| General fund                                      | 60,760               | (350)                            | 60,410               |
| IT Fund                                           | <u>4,000</u>         | <u>-</u>                         | <u>4,000</u>         |
|                                                   | 64,760               | (350)                            | 64,410               |
| <b>Restricted funds</b>                           |                      |                                  |                      |
| Sportivate - Satellite Club                       | 375                  | 2,057                            | 2,432                |
| Surrey Community Foundation - Performance Parkour | 5,338                | (5,338)                          | -                    |
| Earnest Cook Trust - Science and Dance Project    | 3,158                | (3,158)                          | -                    |
| Arts Council England - May HT Parkour             | <u>1,590</u>         | <u>(1,590)</u>                   | <u>-</u>             |
|                                                   | <u>10,461</u>        | <u>(8,029)</u>                   | <u>2,432</u>         |
| <b>TOTAL FUNDS</b>                                | <u><u>75,221</u></u> | <u><u>(8,379)</u></u>            | <u><u>66,842</u></u> |

Comparative net movement in funds, included in the above are as follows:

|                                                                        | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|------------------------------------------------------------------------|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b>                                              |                            |                            |                           |
| General fund                                                           | 104,752                    | (105,102)                  | (350)                     |
| <b>Restricted funds</b>                                                |                            |                            |                           |
| Arts Council England - Celebrating Communities through Dance in Woking | 30,000                     | (30,000)                   | -                         |
| Sportivate - Satellite Club                                            | 4,235                      | (2,178)                    | 2,057                     |
| Surrey Community Foundation - Performance Parkour                      | -                          | (5,338)                    | (5,338)                   |
| Earnest Cook Trust - Science and Dance Project                         | -                          | (3,158)                    | (3,158)                   |
| Arts Council England - May HT Parkour                                  | <u>1,500</u>               | <u>(3,090)</u>             | <u>(1,590)</u>            |
|                                                                        | <u>35,735</u>              | <u>(43,764)</u>            | <u>(8,029)</u>            |
| <b>TOTAL FUNDS</b>                                                     | <u><u>140,487</u></u>      | <u><u>(148,866)</u></u>    | <u><u>(8,379)</u></u>     |

During the year a purchase of a GOPRO and license for £450 was made from the High Sheriff Youth fund, which has now been transferred to the General fund.

**15. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 5 April 2021.