

**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').

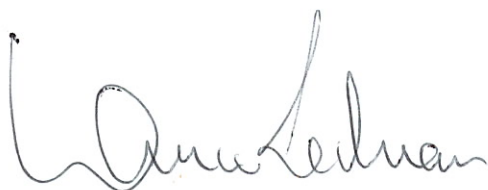
Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). 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 funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
<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
<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>
<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)
<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>
<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 £	2020 £
<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	-	7,855
	<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	2,360	-
	<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 Costs £	Support costs (see note 5) £	Totals £
Dance events and workshops	<u>25,229</u>	<u>76,057</u>	<u>101,286</u>

**5. SUPPORT COSTS**

	Management £	Governance costs £	Totals £
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 Dance events and workshops £	2020 Total activities £
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 Dance events and workshops £	2020 Total activities £
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 £	2020 £
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 funds £	Restricted funds £	Total funds £
<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
 <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>
 <b>NET INCOME/(EXPENDITURE)</b>	(350)	(8,029)	(8,379)
 <b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	<u>64,760</u>	<u>10,461</u>	<u>75,221</u>
 <b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>64,410</u></u>	<u><u>2,432</u></u>	<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>283</u>	
<u>340</u>	<u>3,793</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>2,029</u>	
<u>6,225</u>	<u>10,212</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 funds	Restricted funds	2021 Total funds	2020 Total 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 £	Net movement in funds £	Transfers between funds £	At 5.4.21 £
<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 through Dance in Woking	-	1,265	-	1,265
Sportivate - Satellite Club	2,432	-	-	2,432
Surrey Community Foundation - Performance 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 resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	97,357	(74,250)	23,107
<b>Restricted funds</b>			
Arts Council England - Celebrating Communities through Dance in Woking	30,374	(29,109)	1,265
Surrey Community Foundation - Performance 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 £	Net movement in funds £	At 5.4.20 £
<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 resources £	Resources expended £	Movement in funds £
<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.