

Registered number: 03463592  
Charity number: 01066825

## **DANCE EAST**

(A Company Limited by Guarantee)

### **TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

---

**DANCE EAST**  
**(A Company Limited by Guarantee)**

---

**CONTENTS**

---

	Page
Reference and Administrative Details of the Company, its Trustees and Advisers	1
Trustees' Report	2 - 9
The Report of the Artistic Director	10 - 12
Independent Auditors' Report on the Financial Statements	13 - 16
Consolidated Statement of Financial Activities	17
Consolidated Balance Sheet	18
Company Balance Sheet	19
Consolidated Statement of Cash Flows	20
Notes to the Financial Statements	21 - 41

---

**DANCE EAST****(A Company Limited by Guarantee)**

---

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2021**

---

<b>Trustees</b>	Anthony Hilton, Chair (resigned 14 June 2021) Shreela Ghosh, Chair (appointed 14 June 2021) Lizzie Fargher, Deputy Chair Gary Avis Richard Chaplin Isis Clunie (appointed 15 March 2021) Fleur Derbyshire-Fox Margaret Holder (appointed 15 March 2021) Daden Hunt Ben Morton Wright Richard Pye (resigned 30 April 2021) Magnus Spence
<b>Company registered number</b>	03463592
<b>Charity registered number</b>	01066825
<b>Registered office</b>	Jerwood DanceHouse Ipswich IP4 1DW
<b>Website</b>	<a href="http://www.danceeast.co.uk">www.danceeast.co.uk</a>
<b>Company secretary</b>	W Armitage
<b>Chief executive officer</b>	B J Keaney
<b>Independent auditors</b>	Scrutton Bland LLP Fitzroy House Crown Street Ipswich Suffolk IP1 3LG

---

**DANCE EAST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

The Directors, who are also referred to as Trustees, are pleased to present their annual report together with the accounts and financial statements of the charity for the year ended 31 March 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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).

**Objectives and activities**

**a. Policies and objectives**

To advance the education of the general public and in particular young people throughout the county of Suffolk, with a secondary role within the Eastern region, by the maintenance, development and encouragement of the arts of dance and mime.

In furtherance of the above objective, Dance East has the following aims and policies:-

- (a) to encourage the presentation of dance and mime;
- (b) to establish training initiatives and provide support for both professional and non professional performers and others;
- (c) to collect and disseminate statistical and other information relating to the promotion of and participation in dance and mime events, conferences and training opportunities.
- (d) to monitor and evaluate the artistic quality of activities and ensure that standards are of a high calibre and appropriate to their client group;
- (e) to procure, publish, issue and distribute gratuitously or otherwise newspapers, periodical books, pamphlets, leaflets, advertisements, films, tape, disc, video material, appeals or other literature or other communication media;
- (f) to arrange and join in arranging and providing for the holding of exhibitions, performances, meetings, lectures, seminars, and training courses; and
- (g) to retain or employ from time to time professional, technical or other advisors, staff or workers not being members of the Board of Management in furtherance of the objectives of the Charity and to pay such fees and expenses for their services as may be considered to be reasonable.

In addition, Dance East promotes equal treatment for all sections of the community regardless of age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; or sex. It endeavours to create opportunities to widen its audience by creating a diverse programme that reflects the local community, encouraging dialogue with local specialist groups and allocating resources to this aspect of our programme.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Objectives and activities (continued)**

**b. Activities for achieving objectives and review of activities**

The Board of Trustees are satisfied with the performance of the Charity during the year and the position at 31st March 2021. Despite the challenges presented by the Covid-19 pandemic, the Board have considered the financial position and are confident the Charity will be able to continue its activities during the coming years by being adept and adaptive. The Charity will continue to collaborate with strategic partnerships, whilst building new partnerships to share and mitigate risk.

A detailed review of the activities during the year are provided in the Report of the Artistic Director. The Trustees' Report adopts the Report of the Artistic Director, to meet its disclosure requirements in this regard.

In shaping the objectives for the year and planning its programme of activity, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'. The Charity relies on grants and income from fees and charges to cover its operational costs. Affordability and access to our performance and participation programmes is important to us and is reflected in our pricing policy to increase accessibility.

The Charity endeavours to develop audiences within the local and wider community to take part in its activities and to attend performances and/or participatory events. It has worked hard to embed diversity and inclusion into all aspects of its programme. The organisation has a long tradition of taking positive action to ensure it reflects the demography of the community, and the wider society, in which it operates both on stage, within projects and within the audience.

The participation programme has a pioneering track record of devising and delivering activities including those that are open to all, and activities designed for a range of groups, traditionally underrepresented in cultural sector audiences. Throughout the pandemic, the Charity has delivered a range of work with older people living independently as well as those in residential care, unaccompanied asylum seekers and refugees and young people with learning and physical disabilities. Pre Covid-19, over 45 classes per week offered low-cost opportunities for people of all ages and abilities to participate in high quality physical activity; the Centre for Advanced Training offers a progression into dance careers for talented young people from a range of socio-economic backgrounds; and a strand of low-cost family programming encourages schools and families to engage with dance, often for the first time.

Project work inspires schools to connect with their local cultural offer, raising aspiration through connections with professional artists and facilities. The Associate Artist scheme supports artists at all stages of their development and the theatre programme shows a range of styles and diverse international influences through a carefully selected and balanced programme.

**c. Significant changes and developments**

Important developments during the period and any significant changes and developments are dealt with in the Report of the Artistic Director, commencing on page 10. The Trustees' Report adopts the Report of the Artistic Director, to meet its own disclosure requirements in this regard.

---

**DANCE EAST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Objectives and activities (continued)**

**d. Relationships with other groups, charities and individuals**

Dance East gratefully acknowledges financial investment from our principal investor Arts Council England. Additionally, we received financial support from Ipswich Borough Council; Suffolk County Council; the District Councils of Babergh and Mid Suffolk; and the locality funds of various Suffolk County Councillors. Financial support was also received from the Department for Education; the Department for Digital, Media and Sport; AESOP Arts & Society; The Lord Belstead Charitable Settlement; the Scarfe Trust; Suffolk Community Foundation, Suffolk Artlink; Sidegate Primary School; South East Dance; and the University of Bedfordshire. The Charity also received emergency Covid-19 grants from the Government.

We also acknowledge the support from Woodward Markwell and their continuing sponsorship for the family programme. We are also appreciative of the ongoing in-kind support from Todd's Interior Landscaping. Dance East was also supported by Friends, Best Friends, Patrons and many donors.

Dance East is a founding member of We Are Ipswich, a self-organising, collaborating group of nationally significant, locally cherished arts organisations, working in and beyond the town to promote the arts and culture at the heart of the town and to make Ipswich proud of the range, richness and excellence of its culture. We Are Ipswich is currently Dance East, Eastern Angles, Gecko, New Wolsey Theatre, SPILL (formerly the Robert Pacitti Company), Red Rose Chain and Russell Maliphant Dance Company.

**e. Volunteers**

Dance East is fortunate enough to have the support of a body of unpaid volunteers who largely perform the important front-of-house duties at events, assisting tutors with classes, as well as archiving and office support. Without the loyalty and dedication of these people in these areas we would be forced to reduce our programme of events or increase class and performance prices. Fundraising activities of individuals extend to various steering groups and board sub-committees. During the past year we were grateful to have volunteers, who between them worked a total of 180 hours.

**Strategic report**

**Achievements and performance**

**a. Financial Review**

The trustees consider the unrestricted surplus, after gross transfer of funds, of £2,870 (2020: £3,385) on the revenue account of the Group during the year to be acceptable. This surplus of funds will be used to increase the provision of charitable activities.

The Statement of Financial Activities for the group shows net income for the year of £37,340 (2020: net expenditure £225,600). The group result includes the results of the trading subsidiaries which are further explained in note 13. It includes a surplus for the year on unrestricted activities of £170,018 (2020: £36,624). There was a deficit on designated funds of £137,908 (2020: £263,740) representing fixed asset additions of £120,799 and depreciation of £258,707 relating to the Jerwood DanceHouse facility. A transfer of funds of £35,000 into the designated fund for renewal of fixed assets; and a transfer of funds of £130,000 into the designated fund for recovery and renewal has been made from the unrestricted funds. This year saw a surplus generated on the restricted fund balance of £5,230 (2020: £1,516) due to the timing of expenditure. The total reserves at the year-end are £5,073,828 (2020: £5,036,488).

---

**DANCE EAST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Strategic report (continued)**

**Achievements and performance (continued)**

As noted on page 20, there was a net cash inflow of £262,723 (2020: an outflow of £13,483) during the year. The Board of Trustees are satisfied that at 31 March 2021 the charity's assets are available and adequate to fulfil its obligations.

In 2020/21 the subsidiary DanceEats Limited made a trading profit of £1,459 taking the accumulated losses for the subsidiary to £57,521, with this working capital being provided by Dance East. During the year the subsidiary paid the Charity £649 (2020: £1,001) in respect of interest due on the working capital provided. Considerable progress has been made over the past five years to ensure that the subsidiary is now generating profits to reduce the debt. The Board are of the opinion that it is likely that the subsidiary will need a number of years in the medium term to generate sufficient profits to repay the working capital, and the Board have continued to provide for this liability within the accounts.

**Financial review**

**a. Reserves Policy and Going concern**

The Board has had a policy of retaining reserves to fund its working capital, including that required to cover seasonal and cyclical variations in the operation of the Charity's activities; and the uncertain economic climate.

The Board has an objective of retaining reserves equating to four months of core costs, which are estimated to be £290,600 for 2021/22 (2021: £245,843). Unrestricted revenue reserves at 31 March 2021 are £305,145 (2020: £302,275) and the Board will seek to minimise the use of these reserves as a result of the Covid-19 crisis in order to strengthen the financial position of the Charity.

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

**b. Investments policy**

The majority of the organisation's available cash reserves are required to finance its ongoing working capital needs which means that there are not a significant amount of spare reserves to invest. Any spare reserves are placed on short term deposit with the organisation's bankers. The interest earned on these deposits is very low due to very low market rates.

**c. Employment policy**

The Charity continuously monitors its employment practices. Given the increasing number of externally funded projects being carried out, and the regularity of the work being offered to freelance workers, the Charity engaged an additional ten practitioners onto PAYE ensuring the increasing expenditure was categorised correctly as employment costs.



---

**DANCE EAST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**d. Principal funding**

The principal funding sources for the Charity are currently by way of grants from Arts Council England and local councils. Revenue is also generated from earned income and the Charity also actively seeks grants from various trusts and foundations for specific projects.

**Structure, governance and management**

**a. Constitution**

Dance East is registered as a charitable company limited by guarantee and was set up by a Trust deed on 11 December 1997. The Memorandum of Association established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

The company and the group is constituted under a Trust deed dated 11 December 1997 and is a registered charity number 01066825.

**b. Methods of appointment or election of Trustees**

The directors of the company are also Charity Trustees for the purposes of charity law and under the company's Articles are known as the Board of Trustees. Under the requirement of the Memorandum and Articles of Association, Board members must retire after serving for a maximum of 4 years, and the chair may serve for a maximum of 3 years. A retiring Director will be eligible for re-election. In an extreme case a board member who becomes chair after serving for 4 years, could serve an additional 3 years as chair. In a case of a chair being appointed who had not previously sat on the board, their term would be for a maximum of 4 years.

Traditional business and artistic skills are well represented on the Board. In the event of particular skills being lost due to resignation or retirement, extensive efforts are made to ensure these are replaced.

**c. Organisational structure and decision-making policies**

The management of the Charity is vested in the Board of Trustees ("The Board"), with no minimum or maximum number of members required. The Board meets at least 4 times per year to determine the policy and organisational structure and to review and monitor the management of the charity.

The Board may appoint such sub-committees as may be deemed necessary and shall determine their terms of reference, powers, durations and composition, provided that all acts and proceedings of such sub-committees shall be reported back to the Board as soon as possible.

The board currently operates with three sub committees, Finance and Development, Artistic and Learning, and Organisational Development.

An Artistic Director & Chief Executive (the director) is appointed by the trustees to manage the day to day operations of the charity. To facilitate effective operations, the director has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment and artistic performance related activity. The director is assisted in the day to day running of the charity by a senior management team consisting of the Head of Operations & Resources, the Head of Creative Programmes and the Head of Audiences, Communications & Development.



**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Structure, governance and management (continued)**

**d. Policies adopted for the induction and training of Trustees**

There is an Induction Plan for new trustees where induction is seen as the first step in a programme of on-going support for trustees. The purpose of the induction process is to equip the individual with the information and tools they need to become effective and valuable board members as quickly as possible and help to ensure that new trustees are aware of their roles and responsibilities and to understand Dance East's objectives and operations.

Prior to the appointment, the Chair of the Board will hold a face to face meeting. This meeting provides an opportunity to discuss in broad terms what is expected of the individual in their first year and any specific role he or she is expected to play. The Chair will also explore with the new board member what they feel they are bringing to the board and how they can contribute.

Trustees are encouraged to attend external training courses, which may assist them in undertaking their engagement.

**e. Pay policy for key management personnel**

The Charity considers the board of trustees and their senior management team comprise the key management personnel of the charity, in charge of directing and controlling, running and operating the Charity on a day to day basis. All trustees give of their time freely and no trustees received any remuneration in the year. Details of related party transactions are disclosed in note 24 to the accounts.

The pay of senior staff is reviewed annually and normally increased in accordance with inflation, where funds allow. In view of the size of the Charity, the trustees benchmark against pay levels in other similar organisations of a similar size.

**f. Related party relationships**

The representation of national and local organisations has proved invaluable to the Charity in establishing improved links within the community and identifying relevant policy developments and prospective funding. Suffolk County Council, Ipswich Borough Council and Arts Council England as long as they continue to contribute to the Revenue funds of the Company will each be entitled to appoint "observers" to attend meetings of the Board, and General meetings of the Company, but they shall not be entitled to vote, or be counted for the purposes of constituting a quorum.

**g. Risk management**

The directors have assessed the major risks to which Dance East is exposed and are satisfied that the systems are in place to mitigate exposure to major risks. Where appropriate, systems and procedures have been established to mitigate the risks the Charity faces. Where possible, long term funding arrangements are agreed with major partners and annual budgets are prepared around these agreements. Procedures are in place to ensure compliance with health and safety regulations for staff, volunteers, artist, users and visitors. Internal financial control risks are minimised by the implementation of procedures for all transactions and projects.

A review of the risk register takes place quarterly, or immediately upon any significant process change, ensuring all major risks are adequately considered.

---

**DANCE EAST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**Structure, governance and management (continued)**

**h. Subsidiaries**

Dance East owns the whole of the ordinary share capital of DanceEats Limited, which operates a cafe and DanceEast Enterprises Limited, which operates fundraising events on behalf of Dance East. DanceEats Limited made a trading profit of £1,459 (2020: £62) for the year ended 31 March 2021. DanceEast Enterprises Limited made a loss of £170 (2020: £163) in the year to 31 March 2021.

At the year-end DanceEats Limited's balance sheet was in deficit by £57,521 (2020: £58,980). This is the result of historic poor trading performance, which is now being managed and turned around.

The registered office of both DanceEats Limited and DanceEast Enterprises Limited is Jerwood DanceHouse, Foundry Lane, Ipswich, Suffolk, IP4 1DW.

**Plans for future periods**

**a. Future developments**

The charity plans to continue the activities outlined in the Artistic Director's Report. The Charity is delighted to be included as an Arts Council England National Portfolio Organisation for the period 2018-22 and will apply for a further one-year extension before applying for the 2023-27 portfolio. The charity developed a robust Business Plan for the 2018-22 investment period to enable it to achieve its aims and objectives and deliver the ambitions outlined in the original funding application to Arts Council England, which has been updated on a yearly basis.

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

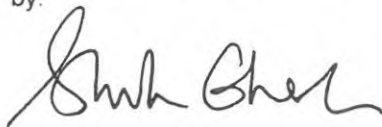
---

**Disclosure of information to auditors**

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Approved by order of the members of the board of Trustees on 13 September 2021 and signed on their behalf by:



**Shreela Ghosh, Chair**  
Trustee

---

**DANCE EAST**

**(A Company Limited by Guarantee)**

---

---

**THE REPORT OF THE ARTISTIC DIRECTOR  
FOR THE YEAR ENDED 31 MARCH 2021**

---

Like every business across the UK, Dance East started the financial year in "lockdown" i.e. operating under Government restrictions introduced to counter the spread of the Covid-19 virus. Whilst the levels of regulation fluctuated, restrictions remained in place throughout this reporting period. The consequences for Dance East have been profound, severely interrupting operations, impacting on both activity levels and economic performance.

In April 2020, Officers and Trustees had a limited understanding of the scale of the challenges that were to follow. The prevailing belief in the "arts and culture" sector was, that there would be a return to "normal" conditions at some point in the calendar year, possibly around the months of July and August. Board Members, however, urged Officers to remain open minded, plan for multiple scenarios, and be prepared for a longer and more complicated disruption.

For planning purposes Officers were also asked to assume that the operating environment, "post pandemic" might be very different. Consequently, the challenge ahead was not to simply consider how Dance East might accommodate a temporary interruption in service, but also consider how the organisation might need to permanently adapt its business model.

**The Artistic Programme**

Having closed the building to the majority of staff and the public in March, the first job was to consider immediate priorities, starting with, what, if any, of the existing creative programme might be delivered remotely and online.

Having spent several years previously researching hybrid/digital delivery, as a tool to improve access to quality dance teaching in primary schools, Dance East had some understanding of scale of the task. It was agreed that it should be possible to move at least some of the existing class programme online and within weeks of closing the building Dance East launched the "Digital DanceHouse" with the options to both participate and watch dance at home.

Throughout the year, Officers continued to refine the offer introducing a real time and a recorded offer borrowing from the network television "catch up" model. Unfortunately attempts to monetise the online programme did not create a significant income stream.

Whilst more work is required to determine how it might be possible to develop a financially sustainable comprehensive online offer, it should be noted, that Dance East was able to maintain an online programme for the young people attending the Centre for Advanced Training programme and those students enrolled on the University of Suffolk BA Dance course.

As the year progressed it was possible to open up the studios to enable professional artists to make and research. Despite very strict covid protocols and limited capacity, having some people back working in the building felt like an important step forward. During the summer months it was also possible to present a limited programme of performance and participatory activities in parks throughout Ipswich. Although Dance East was producing significantly reduced levels of activity, the organisation was still generating employment for freelance artists.

A return to a live public performance programme in the DanceHouse, albeit with limited audience numbers, was planned for late autumn. As the prospect of a second wave of infection appeared imminent, it was decided to abandon the original plans and invest in two digital commissions, testing new formats for the public to engage with dance.

Unfortunately, as the level of infection began to rise significantly in December 2020 it was decided to completely close the building to all activities, in January 2021. Although conditions began to ease by the close of the financial year, there is little doubt that this latest setback was a salutary reminder that a return to anything like "normal" operations was some way off.



---

## **DANCE EAST**

**(A Company Limited by Guarantee)**

---

### **THE REPORT OF THE ARTISTIC DIRECTOR (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021**

---

One of the few dividends extracted from the last twelve months has been the rapid advances in producing digital content. One of the most exciting new developments for Dance East has been collaborating on a research and development proposal investigating the future use of 5G technologies. This ground-breaking initiative, entitled 5G Edge-XR, is concerned with the development of dynamic new teaching tools, which, at some stage could revolutionise dance teaching in schools. The initial invitation to join the consortium came from BT who led a funding bid to the DCMS 5G Create programme.

This work has provided a creative catalyst for the organisation at an extremely difficult time. In addition, it has created a clear focus for the Creative Programme and clarified how a new digital dimension might augment Dance East's future ambitions. Whilst digital dance is unlikely to replace the live experience, it was clear that new technologies will play a more significant role in the development of dance practice.

#### **Operations and Governance**

Dance East recognised at an early stage in the pandemic that if it was going to generate a quality digital offer it would need to upgrade its infrastructure. It was therefore decided to search for funding opportunities to create a state-of-the-art offer for artists wanting to research and generate digital content.

The first and possibly the most critical breakthrough came in June 2020 with a successful application to the New Anglia LEP for 50% of the capital costs of installing a digital green screen suite within the DanceHouse. This created the impetus for a match funding campaign which secured several significant individual donations. The most significant of these was a very generous award from the Jerwood Foundation.

Dance East was absolutely delighted to learn, at the close of the 2020/21 financial year, that a major application to the Paul Hamlyn Foundation for a three-year Digital initiative in primary schools was successful. This project - which will cover a programme of activities with up to 28 schools over three years and result in an innovative new blended learning pedagogy - has a clear synergy with the future-facing 5G Edge-XR initiative creating a clear strategic foundation for Dance East's digital ambitions.

In tandem with considering the future, Officers were also concerned with the day to day. The Government's Job Retention Scheme (Furlough) provided a critical lifeline to the organisation throughout the year. Additional and equally vital, support came through the Arts Council England (ACE) Cultural Recovery Fund. It should also be noted Dance East also received a number of smaller business support grants from the government which were administered by Ipswich Borough Council.

It was recognised, however, that the organisation would need to reduce its overheads and Officers undertook a rapid organisational review. Whilst the Furlough scheme, provided some stability, it was also clear that the existing staffing structure was no longer fit for purpose. It seemed certain that many roles within the organisation would change as Dance East emerged from the current crisis.

It was therefore agreed that a number of posts would need to be made redundant and that the organisation would maintain a significantly reduced staff complement until the external conditions had stabilised. Clearly this was a very distressing and unsettling time for the entire organisation and in particular those individuals directly affected. However, the extension of the Furlough scheme and the decision by several individuals to accept a voluntary redundancy ensured that no compulsory redundancies were necessary.

At the outset of this year, Dance East decided to focus all its energies on what was possible rather than dwell on what had been lost. The organisation can be rightfully proud that it has successfully managed the most hostile year in its history and emerged with its reserve intact and a new creative focus. The challenge ahead, however, will be to rebuild its Creative Programme and adapt its business model whilst so many critical factors remain unknown.

---

**DANCE EAST**  
**(A Company Limited by Guarantee)**

---

**THE REPORT OF THE ARTISTIC DIRECTOR (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

There is absolutely no doubt that Dance East will face significant short and medium-term challenges, not least in reopening its doors to the public and restoring earned income. One of the key learnings from this very difficult 12 months, however, is that it is possible to adapt at a pace that had not previously been imagined. Consequently, Dance East is possibly stronger and more resilient than it has ever been, and absolutely ready for a protracted period of uncertainty.



Name Brendan Keaney

Date: 13 September 2021



---

**DANCE EAST**  
**(A Company Limited by Guarantee)**

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF DANCE EAST**

---

**Opinion**

We have audited the financial statements of Dance East (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2021 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

---

**DANCE EAST**  
**(A Company Limited by Guarantee)**

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF DANCE EAST (CONTINUED)**

---

**Other information**

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

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

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

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

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF DANCE EAST (CONTINUED)**

---

**Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**Auditors' responsibilities for the audit of the financial statements**

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial experience and through discussions and enquiries of Trustees and management. During the engagement team briefing, the outcomes of these discussions were shared with the team, as well as consideration as to where and how fraud may occur in the company.

The following laws and regulations were identified as being of significance to the company:

- Those laws and regulations considered to have a direct effect on the financial statements including UK financial reporting standards, taxation regulations and the Charities Act 2011;
- The company is subject to many other laws and regulations where the consequences of noncompliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, human rights and employment law, food safety, safeguarding and GDPR compliance.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: enquiries of management and those charged with governance as to whether the company complies with such regulations; enquiries of management and those charged with governance concerning any actual or potential litigation or claims, inspection of relevant legal documentation, review of board minutes, testing the appropriateness of entries in the nominal ledger, including journal entries and the performance of analytical procedures to identify any unexpected movements in account balances which may be indicative of fraud.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud

---

**DANCE EAST**  
**(A Company Limited by Guarantee)**

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF DANCE EAST (CONTINUED)**

---

might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAS (UK).

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

*Sharon Bland LLP*

**Sharon Gravener (Senior Statutory Auditor)**

for and on behalf of  
**Scrutton Bland LLP**

Fitzroy House  
Crown Street  
Ipswich  
Suffolk  
IP1 3LG

14 September 2021

**DANCE EAST**  
(A Company Limited by Guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Designated funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>						
Donations and grants		1,294,537	159,075	120,799	1,574,411	1,167,994
Charitable activities	4	269,354	12,854	-	282,208	520,465
Other trading activities	5	30,052	-	-	30,052	175,762
Investments	6	1,457	-	-	1,457	651
<b>Total income and endowments</b>		<b>1,595,400</b>	<b>171,929</b>	<b>120,799</b>	<b>1,888,128</b>	<b>1,864,872</b>
<b>Expenditure on:</b>						
Raising funds	7	238,261	-	-	238,261	193,306
Charitable activities	8	1,122,686	166,699	258,707	1,548,092	1,776,984
Trading expenditure		64,435	-	-	64,435	120,182
<b>Total expenditure</b>		<b>1,425,382</b>	<b>166,699</b>	<b>258,707</b>	<b>1,850,788</b>	<b>2,090,472</b>
<b>Net income/ (expenditure)</b>		<b>170,018</b>	<b>5,230</b>	<b>(137,908)</b>	<b>37,340</b>	<b>(225,600)</b>
Transfers between funds	17	(167,148)	2,148	165,000	-	-
<b>Net movement in funds</b>		<b>2,870</b>	<b>7,378</b>	<b>27,092</b>	<b>37,340</b>	<b>(225,600)</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward		302,275	110,322	4,623,891	5,036,488	5,262,088
Net movement in funds		2,870	7,378	27,092	37,340	(225,600)
<b>Total funds carried forward</b>		<b>305,145</b>	<b>117,700</b>	<b>4,650,983</b>	<b>5,073,828</b>	<b>5,036,488</b>

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

The notes on pages 21 to 41 form part of these financial statements.

**DANCE EAST**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 03463592**

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 MARCH 2021**

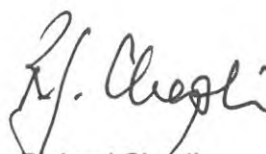
	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	12	4,355,688	4,502,815
		<u>4,355,688</u>	<u>4,502,815</u>
<b>Current assets</b>			
Stocks	14	1,007	3,178
Debtors	15	173,067	143,179
Cash at bank and in hand		838,337	575,614
		<u>1,012,411</u>	<u>721,971</u>
Creditors: amounts falling due within one year	16	(294,271)	(188,298)
<b>Net current assets</b>		<u>718,140</u>	<u>533,673</u>
<b>Total net assets</b>		<u><u>5,073,828</u></u>	<u><u>5,036,488</u></u>
<b>Charity funds</b>			
Designated funds	17	4,650,983	4,623,891
Restricted funds	17	117,700	110,322
Unrestricted funds	17	305,145	302,275
<b>Total funds</b>		<u><u>5,073,828</u></u>	<u><u>5,036,488</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 13 September 2021 and signed on their behalf by:



**Shreela Ghosh**  
Trustee



**Richard Chaplin**  
Trustee

The notes on pages 21 to 41 form part of these financial statements.



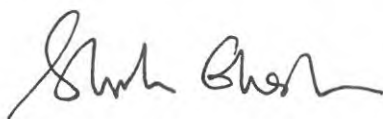
**DANCE EAST**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 03463592**

**COMPANY BALANCE SHEET**  
**AS AT 31 MARCH 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	12	4,354,240	4,500,221
Investments	13	101	101
		<u>4,354,341</u>	<u>4,500,322</u>
<b>Current assets</b>			
Stocks	14	-	145
Debtors	15	184,640	151,083
Cash at bank and in hand		825,168	564,818
		<u>1,009,808</u>	<u>716,046</u>
Creditors: amounts falling due within one year	16	(292,905)	(182,634)
<b>Net current assets</b>		<u>716,903</u>	<u>533,412</u>
<b>Total assets less current liabilities</b>		<u>5,071,244</u>	<u>5,033,734</u>
<b>Total net assets</b>		<u>5,071,244</u>	<u>5,033,734</u>
<b>Charity funds</b>			
Designated funds	17	4,650,983	4,623,891
Restricted funds	17	117,700	110,322
Unrestricted funds		302,561	299,521
<b>Total funds</b>		<u>5,071,244</u>	<u>5,033,734</u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 13 September 2021 and signed on their behalf by:



**Shreela Ghosh**  
Trustee



**Richard Chaplin**  
Trustee

The notes on pages 21 to 41 form part of these financial statements.

**DANCE EAST**  
**(A Company Limited by Guarantee)**

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

	<b>Note</b>	<b>2021 £</b>	<b>2020 £</b>
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	19	<b>388,344</b>	3,133
<b>Cash flows from investing activities</b>			
Dividends, interests and rents from investments	6	<b>1,457</b>	651
Proceeds from the sale of tangible fixed assets		<b>125</b>	-
Purchase of tangible fixed assets	12	<b>(127,203)</b>	(17,267)
<b>Net cash used in investing activities</b>		<b>(125,621)</b>	<b>(16,616)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>262,723</b>	<b>(13,483)</b>
Cash and cash equivalents at the beginning of the year		<b>575,614</b>	589,097
<b>Cash and cash equivalents at the end of the year</b>	20	<b>838,337</b>	575,614

The notes on pages 21 to 41 form part of these financial statements

---

**DANCE EAST**  
**(A Company Limited by Guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**1. General information**

The company is a company limited by guarantee, domiciled and incorporated in England and Wales, registration number 03463592.

Dance East is a registered Charity, registration number 01066825.

The registered office for the Charity and the group is Jerwood DanceHouse, Foundry Lane, Ipswich, Suffolk, IP4 1DW

The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements 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) and the Companies Act 2006.

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

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

**2.2 Going concern**

The financial statements have been drawn up on a going concern basis.

The DanceHouse has been substantially closed during the year due to the restrictions put in place to control the spread of coronavirus. Activities have been offered online where possible. The impact of the coronavirus is continuing to effect the economy and the charity in the current year.

The charity has submitted an application to the Arts Council England for extension funding for 2022-23, which bridges the period until the next funding can be applied for in respect of the period 2023-27. A decision on the extension funding is due by 20 December 2021.

The board have agreed budgets to 31 March 2021 and have considered the core expenses post this period and the level of reserves and guaranteed income. Based on their assessment the trustees consider that the charity will be able to continue to meet its liabilities as they fall due and therefore the accounts are drawn up on a going concern basis.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**2. Accounting policies (continued)**

**2.3 Income**

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Consolidated Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

**2.4 Expenditure**

Expenditure is recognised on an accruals basis as a liability is incurred.

- Fund raising expenses comprise the costs associated with attracting voluntary income, and the costs of trading for fundraising purposes.

- Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

- All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly; others are apportioned on an appropriate basis e.g. estimated usage, as set out in note 8.

Costs of generating funds are costs incurred in attracting voluntary income and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

**2.5 Government grants**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Consolidated Statement of Financial Activities as the related expenditure is incurred.

**2.6 Taxation**

The Company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**2. Accounting policies (continued)**

**2.7 Tangible fixed assets and depreciation**

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives on the following bases:

Freehold property	- 2%, 4% or 10% straight line
Plant and machinery	- 3-5 years straight line or 20% reducing balance
Fixtures and fittings	- 3-5 years straight line or 20% reducing balance
Office equipment	- 3-5 years straight line

**2.8 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

**2.9 Debtors**

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

**2.10 Cash at bank and in hand**

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

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**2. Accounting policies (continued)**

**2.11 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

**2.12 Financial instruments**

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.13 Pensions**

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

**2.14 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.



**DANCE EAST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**3. Income from donations and grants**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Designated funds 2021 £	Total funds 2021 £	Total funds 2020 £
Arts Council England - recurring	825,060	-	-	<b>825,060</b>	810,153
Arts Council England - projects	-	73,080	-	<b>73,080</b>	43,368
Suffolk County Council	45,900	-	-	<b>45,900</b>	69,735
District Council Grants	98,086	5,850	-	<b>103,936</b>	92,170
Department for Digital, Culture, Media and Sport	-	47,408	-	<b>47,408</b>	-
New Anglia LEP grant	-	-	43,799	<b>43,799</b>	-
HMRC Job Retention Scheme income	302,141	-	-	<b>302,141</b>	-
Donations and grants from trusts and foundations	7,571	28,866	71,000	<b>107,437</b>	95,496
Patron sponsorship and donations	15,779	3,871	6,000	<b>25,650</b>	57,072
	<u>1,294,537</u>	<u>159,075</u>	<u>120,799</u>	<u><b>1,574,411</b></u>	<u>1,167,994</u>
Total 2020	<u>1,001,456</u>	<u>166,538</u>	<u>-</u>	<u>1,167,994</u>	

**DANCE EAST**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**4. Income from charitable activities**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Classes and workshops	14,895	5,999	<b>20,894</b>	109,623
Ticket Sales	736	-	<b>736</b>	41,203
Centre for Advanced Training	209,776	6,855	<b>216,631</b>	282,792
Room Hire	77	-	<b>77</b>	45,618
University of Suffolk Dance income	43,870	-	<b>43,870</b>	41,229
<b>Total 2021</b>	<b>269,354</b>	<b>12,854</b>	<b>282,208</b>	<b>520,465</b>
Total 2020	490,595	29,870	520,465	

**5. Income from trading activities**

**Income from non charitable trading activities**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Trading subsidiaries income	8,212	-	<b>8,212</b>	121,083
Other income	1,744	-	<b>1,744</b>	16,248
Room hire	20,096	-	<b>20,096</b>	38,431
	<b>30,052</b>	<b>-</b>	<b>30,052</b>	<b>175,762</b>
Total 2020	175,734	28	175,762	

**DANCE EAST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**6. Investment income**

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Investment income	1,457	1,457	651
Total 2020	651	651	

**7. Expenditure on raising funds**

	Fundraising Costs	Total Funds 2021 £	Total Funds 2020 £
<b>Costs Directly allocated to activities</b>			
Venue Hire	3,617	3,617	9,140
Other Direct Costs	394	394	1,753
Graphic Design and printing	20,653	20,653	22,829
Mailouts	1,151	1,151	5,937
Other Marketing Costs	15,939	15,939	18,056
<b>Sub-Total</b>	<b>41,754</b>	<b>41,754</b>	<b>57,715</b>
<b>Support costs allocated to activities</b>			
Staff Costs	36,875	36,875	37,808
Accommodation and travel	150	150	1,545
Legal and professional	1,089	1,089	490
Audit Fee	4,679	4,679	2,248
Depreciation	56,996	56,996	54,700
Premises	83,745	83,745	34,928
Communications	5,472	5,472	1,841
IT	7,448	7,448	1,892
Other - incl bad debt	53	53	139
<b>Sub-Total</b>	<b>196,507</b>	<b>196,507</b>	<b>135,591</b>
<b>Total</b>	<b>238,261</b>	<b>238,261</b>	<b>193,306</b>

**DANCE EAST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**8. Analysis of expenditure by activities**

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £	Total funds 2020 £
Artistic programme	127,664	506,191	<b>633,855</b>	722,633
Education programme	289,036	625,201	<b>914,237</b>	1,054,351
	<u>416,700</u>	<u>1,131,392</u>	<u><b>1,548,092</b></u>	<u>1,776,984</u>
Total 2020	<u>684,584</u>	<u>1,092,400</u>	<u>1,776,984</u>	

**Analysis of direct costs**

	Artistic programme 2021 £	Education programme 2021 £	Total funds 2021 £	Total funds 2020 £
Artists fees	112,247	74,735	<b>186,982</b>	246,365
Accommodation/travel	87	4,572	<b>4,659</b>	76,473
Venue hire	14,808	16,725	<b>31,533</b>	99,227
Other direct costs	522	35,932	<b>36,454</b>	54,263
Tutor fees	-	46,853	<b>46,853</b>	83,818
Workshop fees	-	106,554	<b>106,554</b>	116,927
Other marketing	-	3,665	<b>3,665</b>	7,511
	<u>127,664</u>	<u>289,036</u>	<u><b>416,700</b></u>	<u>684,584</u>
Total 2020	<u>247,197</u>	<u>437,387</u>	<u>684,584</u>	

**DANCE EAST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**8. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	Artistic programme 2021 £	Education programme 2021 £	Total funds 2021 £	Total funds 2020 £
Staff costs	303,327	431,802	<b>735,129</b>	634,705
Depreciation	110,675	105,510	<b>216,185</b>	221,687
Accommodation/travel	134	128	<b>262</b>	8,464
Legal and professional	978	933	<b>1,911</b>	2,685
Other inc bad debt	47	45	<b>92</b>	762
Premises	75,222	71,712	<b>146,934</b>	191,334
Communications	4,915	4,686	<b>9,601</b>	10,086
IT	6,690	6,378	<b>13,068</b>	10,362
Audit fee	4,203	4,007	<b>8,210</b>	12,315
	<u>506,191</u>	<u>625,201</u>	<u><b>1,131,392</b></u>	<u>1,092,400</u>
Total 2020	<u>475,436</u>	<u>616,964</u>	<u>1,092,400</u>	

All support costs are allocated on a usage basis with the exception of wages which is based upon time spent.

**9. Auditors' remuneration**

	2021 £	2020 £
Fees payable to the Company's auditor for the audit of the Company's annual accounts	<b>10,500</b>	10,500
Fees payable to the Company's auditor in respect of:		
Preparation of subsidiaries accounts	<b>2,050</b>	1,700
Preparation of Corporation Tax Computation	<b>450</b>	425

**DANCE EAST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**10. Staff costs**

	<b>Group 2021 £</b>	<b>Group 2020 £</b>	<b>Company 2021 £</b>	<b>Company 2020 £</b>
Wages and salaries	<b>736,228</b>	835,038	<b>686,182</b>	784,137
Social security costs	<b>51,867</b>	54,150	<b>51,538</b>	51,244
Contribution to defined contribution pension schemes	<b>35,454</b>	36,412	<b>34,284</b>	35,373
	<b>823,549</b>	925,600	<b>772,004</b>	870,754

Included within wages and salaries are redundancy costs for the year totalling £41,408. These related to voluntary redundancy payments.

The average full time equivalent number of persons employed by the Company during the year was as follows:

	<b>Group 2021 No.</b>	<b>Group 2020 No.</b>
The Director	<b>1</b>	1
Finance and administration	<b>2</b>	3
Communication and Development	<b>4</b>	4
Programming	<b>5</b>	7
Technical	<b>3</b>	3
Front of House	<b>2</b>	4
Tutors	<b>7</b>	8
	<b>24</b>	30

No employee received remuneration amounting to more than £60,000 in either year.

The average number of employees during the year was 73 (2020: 91)

During the year the Charity was grateful to receive the assistance of a number of supporters who helped undertake ushering of performances, assisting class tutors and other duties. The pool of volunteers totalled 8 and there was no associated third party cost.

The key management personnel of the group comprises the Artistic Director & Chief Executive, the Head of Operations & Resources, the Head of Audiences, Communications and Development, and the Head of Creative Programmes. The total employee benefits of the key management personnel of the group were £215,693 (2020: £205,925).



**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**11. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £NIL).

**12. Tangible fixed assets**

**Group**

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Office equipment £	Total £
<b>Cost or valuation</b>					
At 1 April 2020	7,059,397	6,324	326,645	50,060	7,442,426
Additions	-	-	123,609	3,594	127,203
Disposals	-	-	(12,913)	(2,040)	(14,953)
At 31 March 2021	7,059,397	6,324	437,341	51,614	7,554,676
<b>Depreciation</b>					
At 1 April 2020	2,652,472	4,347	248,001	34,791	2,939,611
Charge for the year	240,318	1,146	23,000	9,865	274,329
On disposals	-	-	(12,913)	(2,039)	(14,952)
At 31 March 2021	2,892,790	5,493	258,088	42,617	3,198,988
<b>Net book value</b>					
At 31 March 2021	4,166,607	831	179,253	8,997	4,355,688
At 31 March 2020	4,406,925	1,977	78,644	15,269	4,502,815

**DANCE EAST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**12. Tangible fixed assets (continued)**

**Company**

	Freehold property £	Fixtures and fittings £	Office equipment £	Total £
<b>Cost or valuation</b>				
At 1 April 2020	7,059,397	324,809	50,060	7,434,266
Additions	-	123,609	3,594	127,203
Disposals	-	(12,913)	(2,040)	(14,953)
At 31 March 2021	7,059,397	435,505	51,614	7,546,516
<b>Depreciation</b>				
At 1 April 2020	2,652,472	246,782	34,791	2,934,045
Charge for the year	240,318	23,000	9,865	273,183
On disposals	-	(12,913)	(2,039)	(14,952)
At 31 March 2021	2,892,790	256,869	42,617	3,192,276
<b>Net book value</b>				
At 31 March 2021	4,166,607	178,636	8,997	4,354,240
At 31 March 2020	4,406,925	78,027	15,269	4,500,221

There is a fixed charge over the leasehold properties known as the Cafe and the DanceHouse, along with a floating charge over the charity's other assets, in favour of The Arts Council England.

**DANCE EAST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**13. Fixed asset investments**

Company	Investments in subsidiary companies £
<b>Cost or valuation</b>	
At 1 April 2020	101
<b>At 31 March 2021</b>	<u>101</u>
<b>Net book value</b>	
At 31 March 2021	<u>101</u>
At 31 March 2020	<u>101</u>

**Principal subsidiaries**

The following were subsidiary undertakings of the Company:

Names	Company number	Principal activity	Holding	Included in consolidation
DanceEats Limited	06925106	Cafe	100%	Yes
DanceEast Enterprises Limited	07385329	Dormant	100%	Yes

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets/(liabi- lities) £
DanceEats Limited	66,518	65,059	1,459	(57,521)
DanceEast Enterprises Limited	-	170	(170)	3,190

**DANCE EAST**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**14. Stocks**

	<b>Group 2021 £</b>	<b>Group 2020 £</b>	<b>Company 2021 £</b>	<b>Company 2020 £</b>
Food and other stocks	<b>1,007</b>	3,178	-	145

**15. Debtors**

	<b>Group 2021 £</b>	<b>Group 2020 £</b>	<b>Company 2021 £</b>	<b>Company 2020 £</b>
<b>Due within one year</b>				
Trade debtors	<b>96,825</b>	72,506	<b>96,825</b>	74,151
Amounts owed by group undertakings	-	-	<b>13,033</b>	6,822
Other debtors	<b>49,116</b>	39,101	<b>48,949</b>	39,101
Prepayments and accrued income	<b>27,126</b>	31,572	<b>25,833</b>	31,009
	<b>173,067</b>	143,179	<b>184,640</b>	151,083

**16. Creditors: Amounts falling due within one year**

	<b>Group 2021 £</b>	<b>Group 2020 £</b>	<b>Company 2021 £</b>	<b>Company 2020 £</b>
Trade creditors	<b>70,450</b>	42,366	<b>70,333</b>	43,067
Other taxation and social security	<b>14,626</b>	18,195	<b>14,331</b>	13,342
Other creditors	<b>7,517</b>	10,570	<b>6,570</b>	9,672
Accruals and deferred income	<b>201,678</b>	117,167	<b>201,671</b>	116,553
	<b>294,271</b>	188,298	<b>292,905</b>	182,634

**DANCE EAST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**17. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
<b>Unrestricted funds</b>					
General Funds - all funds	302,275	1,595,400	(1,425,382)	(167,148)	305,145
<b>Designated funds</b>					
Capital Campaigns Fund	4,396,531	120,799	(258,707)	-	4,258,623
Specific Projects Fund	154,360	-	-	20,000	174,360
Replacement Fund	73,000	-	-	35,000	108,000
Recovery & Renewal Fund	-	-	-	110,000	110,000
	4,623,891	120,799	(258,707)	165,000	4,650,983
<b>Restricted funds</b>					
Community Engagement	67,348	47,043	(41,294)	1,879	74,976
Supporting the Dance Professional	11,794	4,398	(4,648)	-	11,544
Choreographic Development Fund	25,419	-	-	-	25,419
Organisational Development	5,761	120,488	(120,757)	269	5,761
	110,322	171,929	(166,699)	2,148	117,700
<b>Total of funds</b>	<b>5,036,488</b>	<b>1,888,128</b>	<b>(1,850,788)</b>	<b>-</b>	<b>5,073,828</b>

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**17. Statement of funds (continued)**

**Restricted funds**

When income is received from a funder or donor, and there is a restriction on its expenditure, any excess income over expenditure is transferred to a restricted fund for future projects. Currently funds are assigned for:

- Community Engagement
- Supporting the Dance Professional
- Choreographic Development Fund
- Organisational Development

**Designated funds**

The Capital Campaign Fund is the funding that was generated for the development of the purpose built DanceHouse and associated assets that will depreciate to a nil balance over the assets' useful economic lives, which have been considered to be either 10, 25 or 50 years.

Specific Projects Fund is funds that have been set aside by the Trustees for significant projects which fall outside the regular creative programme.

The Replacement Fund is for future replacement of fixed assets.

The Recovery & Renewal Fund is for the investment in staffing and reintroduction of creative programmes as the organisation recovers from the pandemic.



**DANCE EAST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**17. Statement of funds (continued)**

**Statement of funds - prior year**

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2020 £
<b>Unrestricted funds</b>					
General Fund	298,890	1,668,436	(1,631,812)	(33,239)	302,275
<b>Designated funds</b>					
Capital Campaigns Fund	4,660,271	-	(263,740)	-	4,396,531
Specific Projects Fund	154,360	-	-	-	154,360
Replacement Fund	53,000	-	-	20,000	73,000
	<u>4,867,631</u>	<u>-</u>	<u>(263,740)</u>	<u>20,000</u>	<u>4,623,891</u>
<b>Restricted funds</b>					
Community Engagement	51,087	159,870	(157,346)	13,737	67,348
Supporting the Dance Professional	13,800	36,066	(37,574)	(498)	11,794
Choreographic Development Fund	24,919	500	-	-	25,419
Organisational Development	5,761	-	-	-	5,761
	<u>95,567</u>	<u>196,436</u>	<u>(194,920)</u>	<u>13,239</u>	<u>110,322</u>
<b>Total of funds</b>	<u>5,262,088</u>	<u>1,864,872</u>	<u>(2,090,472)</u>	<u>-</u>	<u>5,036,488</u>

**DANCE EAST**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**18. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Designated funds 2021 £	Total funds 2021 £
Tangible fixed assets	97,065	-	4,258,623	<b>4,355,688</b>
Current assets	502,351	117,700	392,360	<b>1,012,411</b>
Creditors due within one year	(294,271)	-	-	<b>(294,271)</b>
<b>Total</b>	<b>305,145</b>	<b>117,700</b>	<b>4,650,983</b>	<b>5,073,828</b>

**Analysis of net assets between funds - prior year**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Designated funds 2020 £	Total funds 2020 £
Tangible fixed assets	106,284	-	4,396,531	4,502,815
Current assets	384,289	110,322	227,360	721,971
Creditors due within one year	(188,298)	-	-	(188,298)
<b>Total</b>	<b>302,275</b>	<b>110,322</b>	<b>4,623,891</b>	<b>5,036,488</b>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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

	Group 2021 £	Group 2020 £
Net income/expenditure for the year (as per Statement of Financial Activities)	37,340	(225,600)
<b>Adjustments for:</b>		
Depreciation charges	274,329	277,997
Dividends, interest and rents from investments	(1,457)	(651)
(Profit)/loss on the sale of fixed assets	(124)	930
Decrease in stocks	2,171	386
(Increase)/decrease in debtors	(29,888)	70,572
Increase/(decrease) in creditors	105,973	(120,501)
<b>Net cash provided by operating activities</b>	<b>388,344</b>	<b>3,133</b>

**20. Analysis of cash and cash equivalents**

	Group 2021 £	Group 2020 £
Cash in hand	838,337	575,614
<b>Total cash and cash equivalents</b>	<b>838,337</b>	<b>575,614</b>

**21. Analysis of changes in net debt**

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	575,614	262,723	838,337
	<b>575,614</b>	<b>262,723</b>	<b>838,337</b>

---

**DANCE EAST**  
**(A Company Limited by Guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**22. Operating lease commitments**

At 31 March 2021 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>Group 2021 £</b>	<b>Group 2020 £</b>	<b>Company 2021 £</b>	<b>Company 2020 £</b>
Not later than 1 year	<b>7,194</b>	10,518	<b>7,194</b>	10,518
Later than 1 year and not later than 5 years	<b>20,173</b>	20,382	<b>20,173</b>	20,382
Later than 5 years	<b>378,500</b>	379,500	<b>378,500</b>	379,000
	<b>405,867</b>	410,400	<b>405,867</b>	409,900

**23. Members' liability**

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £1 for the debts and liabilities contracted before he/she ceases to be a member.

---

**DANCE EAST**  
**(A Company Limited by Guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

**24. Related party transactions**

There is no requirement to disclose transactions with subsidiaries as consolidated accounts have been prepared.

The Trustees purchase tickets at normal rates for the performances and events they attend.

Dance East paid £8 (2020: £1,150) to English National Ballet, where Fleur Derbyshire-Fox, a Trustee, is employed as Director of Engagement, for theatre tickets, training and travel.

Dance East paid £240 (2020: £9,246) to Russell Maliphant Company, where Fleur Derbyshire-Fox, a Trustee, is also a Director, and where Richard Pye, a Trustee, is a freelance dancer, for artistic activity.

Dance East received £NIL (2020: £5,554) From Russell Maliphant Company, where Fleur Derbyshire-Fox, a Trustee, is also a Director, and where Richard Pye, a Trustee, is a freelance dancer, for studio hire.

Dance East received £10,000 (2020: £NIL) from the Tezmae Charitable Trust, where Lizzie Fargher, a Trustee is also a Trustee of the Trust.

Dance East received £NIL (2020: £9,000) from Birketts LLP, a company in which Daden Hunt, a Trustee, is a partner, in respect of sponsorship income; and £NIL (2020: £491) in respect of staging costs.

Dance East paid £838 (2020: £821) to Ipswich Central, a company in which Brendan Keaney, the Artistic Director & Chief Executive, is also a Director, for a business improvement levy.

Dance East received £NIL (2020: £666) from ASSET Education (formerly Ipswich Primary Academies Trust), a company in which Brendan Keaney, the Artistic Director & Chief Executive, is also a member.

Dance East paid £11,458 (2020: £6,084) to Richard Pye, a Trustee, for professional dance services

Dance East received £NIL (2020: £180) from Chantry Academy, a company in which Lucy Bayliss, the Head of Creative Programmes, is a Governor, for ticket sales.

Dance East received £3,775 (2020: £3,542) From the Suffolk Community Fund, where the partner of Gary Avis, a Trustee, is a senior manager.

**25. Balances with subsidiaries**

**DanceEats Limited**

At the year end Dance East was due £70,616 (2020: £65,802) from DanceEats Limited. During the year to 31 March 2021 the intercompany balance was provided for by the parent company Dance East. As at 31 March 2021 the provision was £58,980 (2020: £59,042). Net of the provision DanceEats Limited owed Dance East £6,822 (2020: £6,760).

**DanceEast Enterprises Limited**

At the year end Dance East was owed £13 (2020: £26) from DanceEast Enterprises Limited.