

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

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THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

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

Trustees	G. F. Pine, chairman S. A. Coen, CEO, joint principal and accounting officer of subsidiary trading college L. de Abreu, Joint principal of subsidiary trading college S. J. Atkins D. G. Hayes J. P. Emery N. Patel S. R. Watson-Fowler (appointed 21 July 2020)
Company registered number	03636078
Charity registered number	1073945
Registered office	1 Bedford Row London WC1R 4BZ
Company secretary	S.C.R. Secretaries Ltd
Chief executive officer	S. A. Coen
Independent auditors	Venthams Chartered Accountants Statutory Auditor 51 Lincoln's Inn Fields London WC2A 3NA
Bankers	Barclays Bank plc Bexleyheath Business Centre Kent
Solicitors	Greenwoods GRM LLP 1 Bedford Row London WC1R 4BZ

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2021

The Trustees present their annual report together with the audited financial statements of the Company for the year 1 August 2020 to 31 July 2021. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. These documents, together with the auditor's report, form the financial statements for the year.

The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements under the Companies Act 2006, the requirements of the charitable company's governing documents and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) as amended by Update Bulletins 1 and 2.

The directors of the Company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as "the Trustees".

The Doreen Bird Foundation is referred to in this annual report and financial statements as "the Company", "the Charity" and "the Foundation". The subsidiary company, The Doreen Bird College of Performing Arts Limited is referred to in this annual report and financial statements as "the College" and "the Subsidiary". The Charity and the College together are referred to as "the Group".

The Doreen Bird Foundation is a limited company incorporated on 22 September 1998 under the Companies Acts and is also a registered charity. It is governed by its Memorandum and Articles of Association.

The company is limited by guarantee and does not have a share capital. It is exempt from using the word Limited in the name of the company.

On 22 February 1999 Mrs D J Cook and Mr F E Cook transferred their holdings of 900 and 100 shares respectively in the Doreen Bird College of Performing Arts Limited to The Doreen Bird Foundation. These have been included in the financial statements at the estimated value at the date of transfer.

Mrs D J Cook died on 4 February 2004. By her will she left the charity three properties under a permanent endowment subject to the payment by the charity of the expenses of the estate including inheritance tax. These were included as tangible fixed assets but were sold in a previous year and replaced by a further asset which was acquired for and is being developed for the purposes of the trade of the Subsidiary.

**THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)**

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

OBJECTIVES AND ACTIVITIES

a. Policies and objectives

The objectives of the Charity are as follows:

- To advance the education of the public in the study of performing arts, dance, drama, singing and related subjects.
- To promote the development of education in the performing arts.
- To promote the development of facilities for the teaching and performance of performing arts, dance, drama, singing and related subjects.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

b. Strategies for achieving objectives

To achieve its objectives the charity provides scholarships, bursaries and awards to applicants to attend courses and provides support to establish and maintain any college, school, or education body where students may be educated in performing arts, dance, drama, singing and related subjects.

c. Activities undertaken to achieve objectives

The Company has provided support to students of the College by way of providing bursaries and other financial support towards students' tuition fees. Some of these bursaries were allocated from restricted funds as the awarding of these funds conforms to the restrictions placed on these funds when they were given to the company.

The Company receives a market rent from the subsidiary for the building provided by the Company to the College for the purposes of the College's trade.

The costs incurred on the acquisition and refurbishment of the new premises mentioned above have been either financed from the cash reserves of the subsidiary (and therefore reflected in the balance on the intercompany account) or from bank loans granted by the Company's banker or from the sale proceeds of the three properties bequeathed to the Foundation under the will of the Founder, Mrs. Cook.

THE DOREEN BIRD FOUNDATION
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

ACHIEVEMENTS AND PERFORMANCE

a. Main achievements of the Company

The Company has continued to provide support to its trading subsidiary by way improvement of the site occupied by the Subsidiary and the provision of bursaries for students. The Subsidiary pays a market rent for the property which is used for the servicing of the bank loans that were taken out to purchase and improve the site.

b. Key performance indicators

The Company has not set any Key Performance Indicators.

c. Review of activities

The results for the year are as set out in the consolidated statement of financial activities. The Subsidiary achieved a surplus for the year which will be passed to the Company as a Gift Aid donation in the following year allowing the Company to fund future charitable expenditure and the development of the site for the College.

d. Fundraising activities and income generation

The charity undertakes no direct fund raising but received income from the letting of its premises to the subsidy, a contribution from the University who support the activities of the trading subsidiary and from miscellaneous donations.

e. Investment policy and performance

All funds are held for short term use and are therefore maintained in bank current accounts.

FINANCIAL REVIEW

a. Going concern

Impact of the coronavirus (Covid-19) pandemic

The Company and the Subsidiary have continued to be affected by the impact of the coronavirus (Covid-19) pandemic. Details of this are set out in the Principal Risks and Uncertainties Section below and in Notes 2.2 and 30.

b. Reserves policy

The Trustees have examined the charity's requirements for reserves in the light of the main risks to the Charity. They have determined that given the commitment to assist the Subsidiary, it should maximise the level of its unrestricted funds in order to provide this assistance in the future.

THE DOREEN BIRD FOUNDATION
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

c. Principal risks and uncertainties

The Trustees have considered the principal risks and uncertainties the Company and the Group are exposed to. The subsidiary is exposed to a number of risks which are specific to the affairs of the subsidiary and these are disclosed in full in the subsidiary's accounts as follows.

Risk: Government and local authority funding

The College has considerable reliance on continued government funding through the further and higher education sector funding bodies. In 2019/20 64% (2018/19: 64%) of The College's revenue was ultimately publicly funded and this level of requirement is expected to continue. There can be no assurance that government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

The College is aware of several issues which may impact on future funding:

- the funding may cease either through the actions of a change in Government Policy, the performance of the students of the College or a change in criteria of the funding bodies which may mean the College no longer qualifies for funding;
- the levels of funding may be reduced.

The risk is mitigated in a number of ways:-

- funding is derived through a number of direct and indirect contractual arrangements;
- by ensuring The College is rigorous in delivering high quality education and training;
- considerable focus and investment is placed on maintaining and managing key relationships with the various funding bodies;
- ensuring the College is focused on those priority sectors which will continue to benefit from public funding.
- regular dialogue with funding bodies.

Risk: Tuition fee policy

Ministers have confirmed that the fee assumption remains at 50%. In line with the majority of other colleges, The College will seek to increase tuition fees in accordance with the fee assumptions. The risk for The College is that demand falls off as fees increase and this reduces the income stream of from these sources. This will impact on the growth strategy of The College.

The risk is mitigated in a number of ways:-

- ensuring The College is rigorous in delivering high quality education and training, thus ensuring value for money for students;
- close monitoring of the demand for courses as prices change;
- increasing the number of full fee paying students such as overseas students.

THE DOREEN BIRD FOUNDATION
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

Risk: Legislation and health and safety

In line with other Colleges and businesses, The College is exposed to the risk of action by existing staff, students or members of the public from the failure to operate the business in accordance with current legislation including that covering health and safety matters.

The risk is mitigated in a number of ways:-

- setting up a health and safety sub-committee to look at all aspects of health and safety;
- appointment of a head of facilities and additional premises supervisors;
- engaging a specialised health and safety company to carry out formal risk assessments on the assets of the College;
- engaging a specialised human resources company to ensure that all staff matters are in accordance with the relevant legislation;
- ensuring that all staff receive adequate training in health and safety matters.

Risk: Impact of the coronavirus (Covid-19) pandemic

The Company and the Subsidiary have been affected by the worldwide impact of the pandemic caused by the coronavirus (Covid-19 pandemic). The Trustees regard this as a significant risk and therefore disclose in Note 30 the risks that the company is currently exposed to and the factors that they are taking to mitigate these risks. The trustees regard the risks that the subsidiary are exposed to as being the major risks that the Company alone and the Group are exposed to.

The major risks associated with the impact of the coronavirus (Covid-19) pandemic have been assessed as:

- a possible drop in students and fee income from other sources;
- an inability to use the company's premises for teaching purposes;
- an impact on the entity's supply chain;
- an impact on the entity's work force;
- an impact on cash from either losses or changes of income or payments schedules for suppliers;
- not knowing how long this situation will go on.

The risks are being mitigated by detailed planning and contingency measures being put in place by the board of directors and the senior management team of the Subsidiary. These include:

- use of Government funded schemes to finance employees placed on furlough;
- revision to detailed cash flows and budgets under various scenarios;
- discussions with suppliers to arrange payment plans and to defer planned capital expenditure;
- where possible arranging for the workforce to work off site.

The Subsidiary has identified three immediate and key objectives to reduce the impact and detrimental effects caused by the impact of the virus:

- protect the education and training of the student body;
- recruit exceptional students for September 2020;
- protect the financial health of the organisation to secure its future

The sound financial planning and measures put in place by the management team of the subsidiary have ensured it is in a reasonable financial and operating position to cope with the immediate effects of the pandemic but it is appreciated that longer term planning considerations are also required.

The impact of factors resulting from the virus are ongoing and not knowing how long this situation will go on represents a material uncertainty. The Board of Directors set out their considerations regarding going concern in Note 2.2

THE DOREEN BIRD FOUNDATION
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

STRUCTURE GOVERNANCE AND MANAGEMENT

a. Constitution

The Doreen Bird Foundation is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association.

b. Methods of appointment or election of Trustees

The management of the Company is the responsibility of the Trustees. The Trustees are elected and co-opted under the terms of the Articles of Association which state that the number of trustees shall not be less than two but shall not be subject to any maximum. The first trustees were appointed under the Articles of Association. Trustees are required to retire by rotation at the Annual General Meeting and if the members do not fill the vacancy, the retiring trustee shall be deemed reappointed unless the trustee is unwilling to act or it is resolved not to reappoint the trustee. Additional trustees are appointed by the Company by ordinary resolution of the members. The Trustees may appoint additional trustees or fill a vacancy.

The Foundation has no staff so all decisions are made by the Trustees.

The Trustees serving in the year and since the end of the year are set out on page 1 of these financial statements.

c. Policies adopted for the induction and training of Trustees

No specific policies have been adopted for the induction and training of trustees.

d. Pay policy for key management personnel

There are no key management personnel employed directly by the Company. The pay policy for the key management personnel employed by the trading subsidiary is determined by the Board of Directors of the subsidiary.

e. Financial risk management

The Trustees have assessed the major risks to which the Group and the Company are exposed, in particular those related to the operations and finances of the Group and the Company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

PLANS FOR FUTURE PERIODS

The new site provided for the trading subsidiary has now been fully occupied by the subsidiary, but there is a continual and on going need to look at expansion of this site. The Company's bankers continue to provide additional support to undertake this expansion. This includes the Company providing the Subsidiary with modular buildings acquired by means of finance leases to be used as additional classrooms.

Impact of the coronavirus (Covid-19) pandemic

As noted in the principal risks and uncertainties section above and in Notes 2.2 and 30 the Company and the Subsidiary have been impacted by the effects of the coronavirus (Covid-19) pandemic. These affects are wide ranging and cannot be determined with accuracy as the pandemic is ongoing at the date of approval of the financial statements, and not knowing how long this situation will go on represents a material uncertainty.

THE DOREEN BIRD FOUNDATION
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

TRUSTEES' LIABILITY

The trustees of the Company guarantee to contribute an amount not exceeding £1 to the assets of the Company in the event of winding up.

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 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 . 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 judgements 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.

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.

THE DOREEN BIRD FOUNDATION
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

AUDITORS

The auditors, Venthams, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

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

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.....D94FAE5736B7AAE.....
G. F. Pine
Director and chair
Date: 30 March 2022

DocuSigned by:

.....95B025DF2C454AA.....
S. A. Coen
Director

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE DOREEN BIRD FOUNDATION

Opinion

We have audited the financial statements of The Doreen Bird Foundation (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 July 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Statement of Financial Position, the Company Statement of Financial Position, 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 July 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.

Material uncertainty related 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.

However we draw attention to note 30 of the financial statements, which sets out the Group and Company's considerations on the impact of the coronavirus (Covid-19) pandemic. As stated in note 30 the impact of these factors are ongoing and not knowing how long this situation will go on represents a material uncertainty. The Directors have set out their assessment of going concern in note 2.2 and consider that the going concern basis in the preparation of the Financial Statements remains appropriate. The material uncertainty regarding how long the situation will go on may cast significant doubt on the company's ability to continue as a going concern.

Our opinion is not modified in respect of this matter

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

THE DOREEN BIRD FOUNDATION
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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE DOREEN BIRD FOUNDATION
(CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has 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.

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.

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.

THE DOREEN BIRD FOUNDATION
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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE DOREEN BIRD FOUNDATION
(CONTINUED)

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:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the sector that the Company operates in;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, employment, and health and safety legislation;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims;
- enquiry of entity staff in tax and compliance functions to identify any instances of non-compliance with laws and regulation;
- reviewing minutes of meetings of those charged with governance;
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining any accounting estimates;
- investigated the rationale behind significant or unusual transactions.

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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE DOREEN BIRD FOUNDATION
(CONTINUED)

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;
- reviewing correspondence with HMRC and other relevant regulators and the company's legal advisors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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. 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.



Mark Taylor (Senior Statutory Auditor)

for and on behalf of

Venthams

Chartered Accountants

Statutory Auditor

51 Lincoln's Inn Fields

London

WC2A 3NA

30 March 2022

THE DOREEN BIRD FOUNDATION
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**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND
EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 JULY 2021**

	Note	Endowment funds 2021 £	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income						
Charitable activities	5	-	200,470	-	200,470	176,298
Other trading activities - subsidiary turnover	6	-	-	5,957,365	5,957,365	6,224,829
Other rental income		-	-	-	-	394
Total income		-	200,470	5,957,365	6,157,835	6,401,521
Expenditure on:						
Expenses of the subsidiary excluding rent paid - excluded on consolidation		-	-	5,382,014	5,382,014	5,578,456
Charitable activities:	8					
Grants to support the performing arts		-	2,726	-	2,726	16,208
Interest on finance leases and depreciation on the related assets		-	97,006	-	97,006	80,661
Governance costs		-	-	16,256	16,256	13,008
Interest on bank loans		-	-	69,575	69,575	77,356
Total expenditure		-	99,732	5,467,845	5,567,577	5,765,689
Net income for the year (net movement in funds)		-	100,738	489,520	590,258	635,832
Reconciliation of funds:						
Funds brought forward		1,755,035	828,103	2,146,275	4,729,413	4,093,581
Net income for the year (net movement in funds)		-	100,738	489,520	590,258	635,832
Funds carried forward		1,755,035	928,841	2,635,795	5,319,671	4,729,413

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

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

Included in income from other trading activities - subsidiary turnover and expenses of the subsidiary are amounts of £466,669 (2020: £812,812) and £318,098 (2020: £706,289) respectively relating to operations that have been discontinued by the subsidiary and in addition £139,989 (2020: £Nil) of the expenses of the subsidiary related to exceptional costs in connection with the discontinued operation.

The notes on pages 19 to 44 form part of these financial statements.

THE DOREEN BIRD FOUNDATION
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CONSOLIDATED STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 31 JULY 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	12	7,938,947	6,854,647
		<u>7,938,947</u>	<u>6,854,647</u>
Current assets			
Stocks	15	21,493	22,856
Debtors	16	71,256	103,151
Cash at bank and in hand		803,891	1,064,796
		<u>896,640</u>	<u>1,190,803</u>
Creditors: amounts falling due within one year	17	(877,627)	(843,169)
Net current assets / liabilities		<u>19,013</u>	<u>347,634</u>
Total assets less current liabilities		<u>7,957,960</u>	<u>7,202,281</u>
Creditors: amounts falling due after more than one year	18	(2,638,289)	(2,472,868)
Total net assets		<u><u>5,319,671</u></u>	<u><u>4,729,413</u></u>
Charity funds			
Endowment funds	19	1,755,035	1,755,035
Restricted funds	19	928,841	828,103
Unrestricted funds	19	2,635,795	2,146,275
Total funds		<u><u>5,319,671</u></u>	<u><u>4,729,413</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 and signed on their behalf by:

DocuSigned by:

 094F8E5736B74AE...
G. F. Pine
 Director and chair
 Date: 30 March 2022

DocuSigned by:

 95B025DF2C454AA...
S. A. Coen
 Director

The notes on pages 19 to 44 form part of these financial statements.

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

COMPANY STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 31 JULY 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	12	6,832,948	5,690,454
Investments	13	70,000	70,000
		<u>6,902,948</u>	<u>5,760,454</u>
Current assets			
Debtors	16	50,000	94,690
Cash at bank and in hand		363,743	468,249
		<u>413,743</u>	<u>562,939</u>
Creditors: amounts falling due within one year	17	(453,692)	(318,183)
Net current assets / liabilities		<u>(39,949)</u>	<u>244,756</u>
Total assets less current liabilities		<u>6,862,999</u>	<u>6,005,210</u>
Creditors: amounts falling due after more than one year	18	(2,638,289)	(2,472,868)
Total net assets		<u><u>4,224,710</u></u>	<u><u>3,532,342</u></u>
Charity funds			
Endowment funds	19	1,755,035	1,755,035
Restricted funds	19	928,841	828,103
Unrestricted funds	19	1,540,834	949,204
Total funds		<u><u>4,224,710</u></u>	<u><u>3,532,342</u></u>

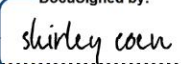
The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The group has taken advantage of the exemption in Section 408 of the Companies Act 2006 to omit the parent company's individual statement of financial activity in these financial statements. The parent company's surplus for the year amounted to £692,368 (2020: £239,459) which is split between restricted funds £100,738 (2020: £90,174) and unrestricted funds £591,360 (2020: £149,285).

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

DocuSigned by:

 G. F. Pine
 Director and chair
 Date: 30 March 2022

DocuSigned by:

 S. A. Coen
 Director

The notes on pages 19 to 44 form part of these financial statements.

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 JULY 2021

	2021 £	2020 £
Cash flows from operating activities		
Net cash used in operating activities (see note 22)	773,392	900,369
Cash flows from investing activities		
Purchase of tangible fixed assets	(76,676)	(157,955)
Additions to investment properties	(1,176,895)	(270,314)
Net cash used in investing activities	(1,253,571)	(428,269)
Cash flows from financing activities		
Cash inflows from new borrowing	575,729	2,000,000
Repayments of borrowings excluding interest	(356,455)	(1,871,480)
Net cash provided by financing activities	219,274	128,520
Change in cash and cash equivalents in the year	(260,905)	600,620
Cash and cash equivalents at the beginning of the year	1,064,796	464,176
Cash and cash equivalents at the end of the year (see note 23)	803,891	1,064,796

The notes on pages 19 to 44 form part of these financial statements

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

1. General information

The Doreen Bird Foundation is a company limited by guarantee registered in England and Wales, registration number 03636078. The registered office is 1 Bedford Road, London, WC1R 4BZ.

The Doreen Bird Foundation is also a registered charity with charity number 1073945.

The Doreen Bird Foundation meets the definition of a public benefit entity under FRS 102.

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) the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).
- FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland'.
- The amendments to FRS 102 permitted from the Triennial Review 2017.
- The Companies Act 2006 applicable to charitable companies.
- In the case of the Subsidiary it has to prepare its accounts in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education 2019 (the 2019 FE HE SORP) and the associated College Accounts Direction for 2020 to 2021.

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 Statement of Financial Position 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. The Company has also taken advantage of the provisions in FRS 102 Section 1.11 and has not presented its individual statement of cash flows.

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

2. Accounting policies (continued)

2.2 Going concern

The activities of the Company and the Subsidiary, together with the factors likely to affect their future development and performance are set out in the Trustees' Report. The financial position of the Company and the group, its cashflow, liquidity and borrowings are presented in the Financial Statements and accompanying notes.

As noted in Note 30 and also the principal risks and uncertainties section of the Directors' Report, The Company and the Subsidiary have been impacted by the effects of the coronavirus (Covid-19) pandemic. The effects of the pandemic are wide ranging and cannot be determined with accuracy as the pandemic is ongoing at the date of approval of the financial statements, and not knowing how long this situation will go on represents a material uncertainty.

The Trustees have considered in detail the possible effects of the impacts on the Company and the Group of the coronavirus (Covid-19) outbreak and, taking into account a period exceeding 12 months from the date of approval of these financial statements, the Trustees have a reasonable expectation that it has adequate resources to continue in operational existence for the foreseeable future, and for this reason will continue to adopt the going concern basis in the preparation of its Financial Statements.

2.3 Income

All income of the holding company 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.

The policies adopted for the recognition of income by the Subsidiary are as follows:-

Revenue grant funding

Recurrent grants from Funding Councils and other bodies are recognised in line with the latest estimates of the grant receivable for an academic year. Non-recurrent grants from Funding Councils or other bodies received in respect of the acquisition or construction of fixed assets are treated as deferred capital grants and amortised in line with depreciation over the life of the assets. Non-recurrent grants from Funding Councils or other bodies received in respect of revenue expenditure are recognised in the same period that the expenditure is incurred. Grants received before the expenditure has been incurred are shown in creditors.

Fee income and bursaries

Tuition Fees and Education Contracts represent amounts receivable from students, parents, Local Education Authorities and Sponsors in respect of tuition fees for the year under consideration. The cost of providing bursaries and funding from the Company's own funds is excluded from tuition fees. Bursaries met by other parties are included as Tuition Fees.

Agency arrangements

The College acts as an agent in the collection and payment of certain discretionary support funds and any other arrangements. Related payments received from the funding bodies and subsequent disbursements to students are excluded from the income and expenditure of the College.

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

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

Expenditure is accounted for under the accruals concept with the addition of Value Added Tax as neither the Company nor the Subsidiary are registered for Value Added Tax.

2.5 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Consolidated Statement of Financial Activities in the same period as the related expenditure.

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £100 or more per individual item are capitalised in both the Company and the Subsidiary 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 revaluation model, tangible fixed assets whose fair value can be measured reliably shall be carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Following the reorganisation of the subsidiary college into one site in 2016, a detailed review of Fixed Assets was carried out by the subsidiary and a policy was adopted of revaluing those assets which existed at the transfer to a new site at their market value at the date of the transfer. Additions subsequent to the transfer to the new site, and the costs involved with the creation of Fixed Assets within the new site are shown at cost. Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting date.

Gains and losses on revaluation are recognised in the Consolidated Statement of Financial Activities, with a separate revaluation reserve being shown in the Statement of Funds note.

Properties rented to other group entities are accounted for under the cost model and are stated at historic cost less accumulated depreciation and any accumulated impairment losses.

Assets in the course of construction are included at costs incurred to date. Depreciation on these assets is not charged until they are brought into use.

At each reporting date the Company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using both the straight line and reducing balance methods. .

Depreciation is provided on the following basis:

Long-term leasehold property	-	Modular buildings being erected on the long-term leasehold property are depreciated over the expected life of the buildings of 60 years. In the director's opinion the remainder of the long-term leasehold property of the holding Company has an expected residual value at least equal to the costs as work is being undertaken to improve and extend the site and therefore no depreciation is currently being provided on this.
Improvements to leasehold premises	-	Over the term of the lease (subsidiary only)
Costumes and props	-	20% Reducing balance method (subsidiary only)
Motor vehicles	-	20% Reducing balance method (subsidiary only)
Fixtures, fittings and equipment	-	20% Reducing balance method (subsidiary only)
Computer & IT equipment	-	20% Reducing balance method (subsidiary only)
Musical instruments	-	20% Reducing balance method (subsidiary only)

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Consolidated Statement of Financial Activities.

2.7 Investments

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

2.8 Stocks

Stocks of the Subsidiary are valued at the lower of cost and selling price less selling costs after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs.

2.9 Debtors and prepayments

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

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

2. Accounting policies (continued)

2.10 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Company's cash management.

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.

A liability is recognised in the Subsidiary to the extent of any unused holiday pay entitlement which is accrued at the Balance Sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the Balance Sheet date.

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 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets.

Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Group. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Consolidated Statement of Financial Activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

2.14 Operating leases

Rentals paid under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the lease term.

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

2. Accounting policies (continued)

2.15 Pensions

The Subsidiary operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which a Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts not paid are shown in accruals as a liability in the Consolidated Statement of Financial Position. The assets of the plan are held separately from the Company in independently administered funds.

2.16 Fund accounting

Unrestricted funds 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.

Endowment funds represent the value of assets gifted to the charity by its founder either as gifts to the charity or as legacies.

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

3. Judgments in applying accounting policies and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed in Note 4 below.

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

4. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Company and its subsidiary make estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Tangible fixed assets of the subsidiary

Certain classes of tangible fixed assets of the Subsidiary were revalued during a previous year at estimated market value as assessed by the directors in consultation with members of staff and external suppliers.

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

The directors of the Subsidiary have considered whether there are indicators of impairment of the Group's tangible assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset.

Leases

Management determine whether leases entered into by the Company or the College as a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

5. Income from charitable activities - holding company only

	Restricted funds 2021 £	Total funds 2021 £
Support of the performing arts	200,470	200,470

	<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Support of the performing arts	175,998	300	176,298

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2021 £	Total funds 2021 £
Income of the subsidiary - of a charitable nature as the supply of education in the performing arts but as the Subsidiary is not a charitable entity this is treated as trading income	5,957,365	5,957,365

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Income of the subsidiary - of a charitable nature as the supply of education in the performing arts but as the Subsidiary is not a charitable entity this is treated as trading income	6,224,829	6,224,829

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

7. Governance costs - holding company only

	Unrestricted funds 2021 £	Total funds 2021 £
Auditors' remuneration	5,400	5,400
Auditors' non audit costs	5,400	5,400
Legal costs	5,241	5,241
Bank charges	215	215
Total 2021	16,256	16,256
	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Auditors' remuneration	4,500	4,500
Auditors' non audit costs	4,500	4,500
Legal costs	3,767	3,767
Bank charges	241	241
<i>Total 2020</i>	<i>13,008</i>	<i>13,008</i>

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

8. Analysis of expenditure on charitable activities - holding company only

Summary by fund type

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Support of the performing arts including governance costs	2,726	16,256	18,982
Interest on bank loans	-	69,575	69,575
Interest on finance leases and deprecation on the related assets	97,006	-	97,006
Total 2021	99,732	85,831	185,563
	<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Support of the performing arts including governance costs	5,163	24,053	29,216
Interest on bank loans	-	77,356	77,356
Interest on finance leases and deprecation on the related assets	80,661	-	80,661
<i>Total 2020</i>	<i>85,824</i>	<i>101,409</i>	<i>187,233</i>

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

9. Auditors' remuneration

	2021	<i>2020</i>
	£	<i>£</i>
Fees payable to the Company's auditor for the audit of the Company's annual accounts	5,400	<i>3,900</i>
Fees payable to the Company's auditor in respect of: non-audit services not included above	5,400	<i>3,900</i>
	5,400	<i>3,900</i>

10. Employee and staff details

	Group	<i>Group</i>
	2021	<i>2020</i>
	£	<i>£</i>
The staff costs incurred by the subsidiary were as follows:		
Wages and salaries	3,592,065	<i>3,687,016</i>
Social security costs	310,477	<i>320,060</i>
Contribution to defined contribution pension schemes	189,237	<i>203,883</i>
	4,091,779	<i>4,210,959</i>

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

	Group	<i>Group</i>	Company	<i>Company</i>
	2021	<i>2020</i>	2021	<i>2020</i>
	No.	<i>No.</i>	No.	<i>No.</i>
Directors of the subsidiary	2	<i>2</i>	2	<i>2</i>
Other key management personnel	3	<i>3</i>	-	<i>-</i>
Teaching staff	51	<i>62</i>	-	<i>-</i>
Non teaching staff	27	<i>31</i>	-	<i>-</i>
Non-executive directors of both The Foundation and The College	4	<i>4</i>	4	<i>4</i>
Non executive directors of The Foundation	2	<i>2</i>	2	<i>2</i>
	89	<i>104</i>	8	<i>8</i>

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

10. Employee and staff details (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2021 No.	<i>Group 2020 No.</i>
In the band £50,001 - £60,000	2	3
In the band £60,001 - £70,000	1	-
In the band £90,001 - £100,000	-	1
In the band £100,001 - £110,000	1	-
In the band £110,001 - £120,000	1	-
In the band £120,001 - £130,000	-	1

There were no other staff members of the Subsidiary who received annual emoluments of £60,000 or more.

11. Trustees' remuneration and expenses

During the year, one or more Trustees has been paid remuneration from an employment as Employees/Directors of the Subsidiary. The value of this remuneration and other benefits was as follows:

		2021 £	<i>2020 £</i>
S. A. Coen	Remuneration	118,210	121,138
	Pension contributions paid	17,978	21,230
L. de Abreu	Remuneration	100,510	100,758
	Pension contributions paid	12,626	19,779

During the year, retirement benefits were accruing to 2 Trustees (2020 - 2) in respect of defined contribution pension schemes.

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

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

12. Tangible fixed assets

Group

	Long-term leasehold property £	Short-term leasehold property £	Costumes, props and instrument s £	Motor vehicles £	Plant, equipment and fixtures £	Total £
Cost or valuation						
At 1 August 2020	5,727,218	1,285,441	577,923	39,184	574,753	8,204,519
Additions	1,176,895	36,518	12,845	-	27,313	1,253,571
Disposals	-	-	(353,999)	-	(14,473)	(368,472)
Transfers between classes	-	-	7,885	-	(7,885)	-
At 31 July 2021	6,904,113	1,321,959	244,654	39,184	579,708	9,089,618
Depreciation						
At 1 August 2020	36,764	462,242	475,455	21,501	353,910	1,349,872
Charge for the year	34,401	37,783	19,733	3,537	45,308	140,762
On disposals	-	-	(332,079)	-	(7,884)	(339,963)
Transfers between classes	-	-	2,609	-	(2,609)	-
At 31 July 2021	71,165	500,025	165,718	25,038	388,725	1,150,671
Net book value						
At 31 July 2021	6,832,948	821,934	78,936	14,146	190,983	7,938,947
At 31 July 2020	5,690,454	823,199	102,468	17,683	220,843	6,854,647

Company

	Long-term leasehold property £
Cost or valuation	
At 1 August 2020	5,727,218
Additions	1,176,895
At 31 July 2021	6,904,113

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

12. Tangible fixed assets (continued)

Company (continued)

	Long-term leasehold property £
Depreciation	
At 1 August 2020	36,764
Charge for the year	34,401
	<hr/>
At 31 July 2021	71,165
	<hr/>
Net book value	
At 31 July 2021	6,832,948
	<hr/>
<i>At 31 July 2020</i>	<i>5,690,454</i>
	<hr/>

Following the reorganisation of the subsidiary College to one site in 2016, a detailed review of Fixed Assets was carried out and because of difficulties in identifying individual assets, a policy was adopted of including all assets at a revalued amount at their estimated market value at the date of the transfer to the new site. The revaluation was carried out by the staff of The College in consultation with external contractors and the revaluation amount was approved by the Board of Directors.

Additions subsequent to the transfer to the new site, and the costs involved with the creation of Fixed Assets within the new site are shown at cost.

It was not practical or possible to identify the original costs of the assets which were transferred to the new site, or to identify the specific assets which were scrapped or which no longer exist. Any exercise to attempt to identify these assets would involve undue cost and effort at that time. Accordingly no details are disclosed concerning the amounts which would have been included under the historical cost convention.

The carrying amount of a property, which the Group rents to another group entity when it has chosen to account for such properties using the cost model is £6,832,948 (2020 - £5,696,454).

Included in Long-term leasehold property of the company and the group is an amount of £2,049,891 (2020 - £1,023,368) in respect of the net book value of certain assets held under finance leases.

THE DOREEN BIRD FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

13. Fixed asset investments

Company	Investments in subsidiary companies £
Cost or valuation	
At 1 August 2020	70,000
At 31 July 2021	70,000

14. Principal subsidiaries

The following was a subsidiary undertaking of the Company:

Name	Company number	Registered office or principal place of business	Principal activity
The Doreen Bird College of Performing Arts Limited	03088287	1 Bedford Row, London, WCR1 4BZ	Performing Arts College
Class of shares	Holding	Included in consolidation	
Ordinary	100%	Yes	

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure excluding Gift Aid payment £	Profit for the year before Gift Aid payment £	Net assets £
The Doreen Bird College of Performing Arts Limited	5,957,365	5,682,014	275,351	1,164,961

15. Stocks

	Group 2021 £	Group 2020 £
Goods for resale of the subsidiary	21,493	22,856

THE DOREEN BIRD FOUNDATION
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16. Debtors

	Group 2021 £	<i>Group 2020 £</i>	Company 2021 £	<i>Company 2020 £</i>
Due within one year				
Trade debtors	8,501	<i>14,151</i>	-	-
Amounts owed by group undertakings	-	-	-	<i>94,690</i>
Other debtors	12,190	<i>13,012</i>	-	-
Prepayments and accrued income	50,565	<i>75,988</i>	50,000	-
	71,256	<i>103,151</i>	50,000	<i>94,690</i>

17. Creditors: Amounts falling due within one year

	Group 2021 £	<i>Group 2020 £</i>	Company 2021 £	<i>Company 2020 £</i>
Bank loans	127,054	<i>153,691</i>	127,054	<i>153,691</i>
Trade creditors	57,714	<i>80,627</i>	-	-
Amounts owed to group undertakings	-	-	79,258	-
Other taxation and social security	111,333	<i>111,622</i>	-	-
Obligations under finance leases	240,180	<i>159,690</i>	240,180	<i>159,690</i>
Other creditors	66,758	<i>69,204</i>	-	-
Accruals and deferred income	274,588	<i>268,335</i>	7,200	<i>4,802</i>
	877,627	<i>843,169</i>	453,692	<i>318,183</i>

Included in Accruals and deferred income of the Group is £Nil (2020 - £40,445) representing deferred income received in advance by the subsidiary company which falls to be included as income in the subsequent period.

The bank loans are secured by a fixed charge over the long term leasehold property of the holding company and by a guarantee given by the Subsidiary.

The obligations under finance leases are secure by a charge over the assets concerned and a guarantee from the Subsidiary for the total of the obligations.

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18. Creditors: Amounts falling due after more than one year

	Group 2021 £	<i>Group</i> <i>2020</i> £	Company 2021 £	<i>Company</i> <i>2020</i> £
Bank loans	1,988,656	2,116,172	1,988,656	2,116,172
Obligations under finance leases	649,633	356,696	649,633	356,696
	<u>2,638,289</u>	<u>2,472,868</u>	<u>2,638,289</u>	<u>2,472,868</u>

The bank loans are secured by a fixed charge over the long term leasehold property of the holding company and by a guarantee given by the Subsidiary.

The obligations under finance leases are secure by a charge over the assets concerned and a guarantee from the Subsidiary for the total of the obligations.

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19. Statement of funds

Statement of funds - current year

	Balance at 1 August 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 July 2021 £
Unrestricted funds					
Other unrestricted reserves - balance on profit and loss account and retained earnings	2,098,739	5,957,365	(5,467,845)	7,427	2,595,686
Revaluation reserve of the subsidiary	47,536	-	-	(7,427)	40,109
	<u>2,146,275</u>	<u>5,957,365</u>	<u>(5,467,845)</u>	<u>-</u>	<u>2,635,795</u>
Endowment funds					
Endowment Funds - all funds	<u>1,755,035</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,755,035</u>
Restricted funds					
Conditional donations	4,540	-	(2,726)	-	1,814
Alma Road Site	823,563	200,470	(97,006)	-	927,027
	<u>828,103</u>	<u>200,470</u>	<u>(99,732)</u>	<u>-</u>	<u>928,841</u>
Total of funds	<u><u>4,729,413</u></u>	<u><u>6,157,835</u></u>	<u><u>(5,567,577)</u></u>	<u><u>-</u></u>	<u><u>5,319,671</u></u>

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19. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 August 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 July 2020 £</i>
Unrestricted funds					
Other unrestricted funds - balance on profit and loss account and retained earnings	1,458,298	6,225,523	(5,679,865)	94,783	2,098,739
Revaluation reserve of the subsidiary	142,319	-	-	(94,783)	47,536
	<u>1,600,617</u>	<u>6,225,523</u>	<u>(5,679,865)</u>	<u>-</u>	<u>2,146,275</u>
Endowment funds					
Endowment Funds - all funds	<u>1,755,035</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,755,035</u>
Restricted funds					
Conditional donations	9,703	-	(5,163)	-	4,540
Alma Road Site	728,226	175,998	(80,661)	-	823,563
	<u>737,929</u>	<u>175,998</u>	<u>(85,824)</u>	<u>-</u>	<u>828,103</u>
Total of funds	<u><u>4,093,581</u></u>	<u><u>6,401,521</u></u>	<u><u>(5,765,689)</u></u>	<u><u>-</u></u>	<u><u>4,729,413</u></u>

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NOTES TO THE FINANCIAL STATEMENTS
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20. Summary of funds

Summary of funds - current year

	Balance at 1 August 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 July 2021 £
General funds	2,146,275	5,957,365	(5,467,845)	-	2,635,795
Endowment funds	1,755,035	-	-	-	1,755,035
Restricted funds	828,103	200,470	(99,732)	-	928,841
	<u>4,729,413</u>	<u>6,157,835</u>	<u>(5,567,577)</u>	<u>-</u>	<u>5,319,671</u>

Summary of funds - prior year

	Balance at 1 August 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 July 2020 £
General funds	1,600,617	6,225,523	(5,679,865)	-	2,146,275
Endowment funds	1,755,035	-	-	-	1,755,035
Restricted funds	737,929	175,998	(85,824)	-	828,103
	<u>4,093,581</u>	<u>6,401,521</u>	<u>(5,765,689)</u>	<u>-</u>	<u>4,729,413</u>

The endowment funds represent the value of assets gifted to the charity by its founder either as gifts to the charity or as legacies. The founder and her husband gifted their shares in the subsidiary company to the charity and these shares have been included at a valuation at the date of the gift. Under the terms of the will of the late Mrs Doreen Cook (nee Bird) who died on 4th February 2004 the Doreen Bird Foundation was left the residue of the estate of Mrs Cook, subject to payment by the Foundation of any debts, funeral and testamentary expenses, legacies and all taxes including taxes on any legacies to other beneficiaries given free of tax. The residue of the estate included three freehold properties which were included at their probate valuation but these have now been sold and a new replacement property purchased which now forms part of the permanent endowment.

The restricted funds classified as "conditional donations" represent funds with restrictions on their use placed by the donors and are held by the Holding Company. The balance is represented as follows:

- £Nil (2020 - £1,273) in respect of a conditional donation from the Bexley Music Centre Charitable Trust that was made on the condition that the funds will be used to enable that trust's charitable objectives of the advancement of music education and performing arts in the Bexley London Borough to continue.

- £1,814 (2020 - £3,267) in respect of funds raised in connection with a creation of a student hardship fund for students of the subsidiary.

The restricted funds classified as Alma Road site represent funds raised directly in connection with the project to acquire and develop a site for the trading subsidiary.

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21. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Endowment funds 2021 £	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	1,755,035	1,816,840	4,367,072	7,938,947
Current assets	-	1,814	894,826	896,640
Creditors due within one year	-	(240,180)	(637,447)	(877,627)
Creditors due in more than one year	-	(649,633)	(1,988,656)	(2,638,289)
Total	1,755,035	928,841	2,635,795	5,319,671

Analysis of net assets between funds - prior year

	<i>Endowment funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	1,755,035	1,339,949	3,759,663	6,854,647
Current assets	-	4,540	1,186,263	1,190,803
Creditors due within one year	-	(159,690)	(683,479)	(843,169)
Creditors due in more than one year	-	(356,696)	(2,116,172)	(2,472,868)
Total	1,755,035	828,103	2,146,275	4,729,413

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22. Notes to statement of cash flows - reconciliation of net income for the year to net cash flow from operating activities

	Group 2021 £	<i>Group 2020 £</i>
Net income for the year (as per Statement of Financial Activities)	590,258	635,832
Adjustments for:		
Depreciation and losses on disposal	169,271	269,730
Decrease in stocks	1,363	1,393
Decrease in debtors	31,895	5,977
Increase/(decrease) in creditors other than loans and finance leases	(19,395)	(12,563)
Net cash flow from operating activities	773,392	900,369

23. Analysis of cash and cash equivalents

	Group 2021 £	<i>Group 2020 £</i>
Cash in hand	803,891	1,064,796
Total cash and cash equivalents	803,891	1,064,796

24. Analysis of changes in net debt

	At 1 August 2020 £	Cash flows £	New finance leases £	At 31 July 2021 £
Cash at bank and in hand	1,064,796	(260,905)	-	803,891
Debt due within 1 year	(153,691)	26,637	-	(127,054)
Debt due after 1 year	(2,116,172)	127,516	-	(1,988,656)
Finance leases	(516,386)	-	(373,427)	(889,813)
	1,064,796	-	(373,427)	691,369

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25. Contingent liabilities

Value Added Tax (VAT) position of the subsidiary

The subsidiary company, The Doreen Bird College of Performing Arts Limited, is not currently registered for VAT as the directors of that company have been of the opinion that the taxable turnover of the College is below that which requires VAT registration. The majority of its turnover arises from the supplies of education to its students or from supplies closely linked to the supply of education both of which are exempt income for VAT purposes.

In coming to this conclusion, the directors have relied on a decision of the UK tax tribunals and the European Courts which have ruled that this type of income would not be taxable in an unconnected case concerning the VAT liability of certain supplies which are closely related to education.

HMRC have issued guidance on the application of this decision and the College is of the opinion that if the guidance is applied to certain aspects of its income these items of income would not form taxable income and the remaining amounts of taxable income would not be sufficient for VAT registration to be required.

If the opinion is not confirmed, the College may be required to retrospectively register for VAT and account for tax on supplies of non-exempt income from the date that it should have been registered for VAT.

It is not possible to quantify the possible liability which may arise and as the final judgment has not been issued, no amount has been provided for in these accounts for any potential liability.

26. Capital commitments

The group and the company has commitments contracted for but not provided in these financial statements as follows:

	Group 2021 £	<i>Group 2020 £</i>
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	21,342	-

27. Pension commitments

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £189,237 (2020 - £203,884). Contributions totalling £41,248 (2020: £32,736) were payable to the fund at the balance sheet date and are included in creditors.

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28. Operating lease commitments

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

	Group 2021 £	<i>Group 2020 £</i>
Not later than 1 year	33,818	37,546
Later than 1 year and not later than 5 years	76,090	99,719
	109,908	137,265

29. Related party transactions

Owing to the nature of the Charity's operations and the nature of its subsidiary College's operations and the Trustees being drawn in part from local private and public sector organisations, it is inevitable that transactions will take place with organisations in which a Trustee may have an interest. All transactions with such organisations are conducted at arm's length and in accordance with the Charity's and the College's financial regulations and procurement procedures.

Transactions and balances with the subsidiary, The Doreen Bird College of Performing Arts Limited ("The College")

During the year rent of £300,000 (2020: £250,000) was paid by the College, in respect of properties owned by the Foundation which are occupied by the College for the purpose of its trade. This rent is eliminated on consolidation.

The College made a Gift Aid donation to the Foundation during the year of £377,461 (2020: £Nil) in respect of the amount of The College's taxable profit for the previous year. The current year's taxable profits of £268,981 (2020: £377,461) will be paid in the next year. This amount is eliminated on consolidation.

The Doreen Bird Foundation has agreed to provide support to the College by way of financing certain students' tuition fees by way of funding bursaries for those students. The bursaries awarded for the year (including amounts charged to restricted funds) amounted to £2,725 (2020: £16,210).

The College bore legal costs of The Foundation relating to the landlords costs in the granting of a new lease to The College amounting to £Nil (2020: £4,800):

The Foundation owes the College £79,258 (2020: owed by the College £94,690) in respect of the inter-company current account and this amount is included in debtors. The amounts owed are unsecured, interest free, have no fixed date of repayment and are repayable on demand. These amounts are eliminated on consolidation.

The Doreen Bird College of Performing Arts Limited has given an undertaking of £2,400,000 (2020: £2,400,000) to guarantee borrowings taken out by The Doreen Bird Foundation. This is secured by fixed and floating charges over the assets of The Doreen Bird College of Performing Arts Limited. The Doreen Bird College of Performing Arts Limited has also given an indemnity in respect of the total payments due under finance lease agreements that The Doreen Bird Foundation has taken out (see note 26).

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30. Post balance sheet events and the impact of the coronavirus (Covid-19) pandemic

Impact of the coronavirus (Covid-19) pandemic

The Company and the Subsidiary continue to be affected by the worldwide impact of the pandemic caused by the coronavirus (Covid-19). At the year end the coronavirus (Covid-19) had been identified as a worldwide threat and accordingly the impact of any factors resulting from the virus up to the date of these accounts are considered in these accounts. The impact of these factors are continuing post year end and the uncertainty of not knowing how long this situation will go on represents a material uncertainty.

The major risks associated with the impact of the coronavirus (Covid-19) have been assessed as:

- a possible drop in students and fee income from other sources
- an inability to use the company's premises for teaching purposes
- an impact on the entity's supply chain
- an impact on the entity's work force
- an impact on cash from either losses or changes of income or payments schedules for suppliers
- not knowing how long this situation will go on.

The risks are being mitigated by detailed planning and contingency measures being put in place by the Board of Directors and the senior management team. These include:

- use of Government funded schemes to finance employees placed on furlough
- revision to detailed cash flows and budgets under various scenarios
- discussions with suppliers to arrange payment plans and to defer planned capital expenditure
- where possible arranging for the workforce to work off site.

The College has three immediate and key objectives to reduce the impact and detrimental effects caused by the impact of the virus:

- protect the education and training of the student body
- continuing to recruit exceptional students
- protect the financial health of the organisation to secure its future..

Other events

There were no other post balance sheet events which affect the figures disclosed in the accounts or which require disclosure.

31. Controlling party

In the opinion of the directors, there is no ultimate controlling party as the company is limited by guarantee.