

**Stopgap Dance Company**

**Report and Financial Statements**

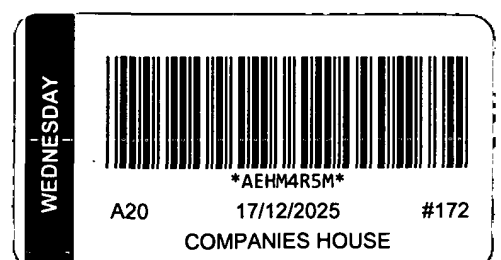
**Year Ended 31st March 2025**

**Company Number: 5793989**

**Charity Number: 1116776**



**Frank S Lachman  
31 Fairview Way  
Edgware  
Middlesex  
HA8 8JH**



**Stopgap Dance Company  
Company Limited by Guarantee  
Trustees Annual Report  
Year ended 31st March 2025**

The trustees, who are also directors for the purposes of the Companies Act, have pleasure in presenting their report and the financial statements of charity for the year ending 31st March 2025.

**Reference and administrative details**

Charity Number 1116776

Company Number 5793989

Principal Office: Farnham Maltings, Bridge Square, Farnham, Surrey, GU9 7QR

Bankers: The Co-operative Bank p.l.c PO Box 101, Balloon Street, Manchester M60 4EP

Examiner Frank Lachman 31 Fairview Way, Edgware, Middlesex HA8 8JE

**Directors and Trustees**

The board of Trustees at the date of this report were:

Jane Hackett	Co-Chair
Suzanne Birchwood	Co-Chair
Vicki Balaam	
Sarah Pickthall	
Colette Stocks	
Abigail Reeve	Resigned 22nd September 2025
Rita Chowdhury	
Eve Mitchell	

No directors received any emoluments for so acting during the year.

**Structure, Governance and Management**

**Governing document**

Stopgap Dance Company Ltd is a company limited by guarantee governed by its Memorandum and Articles of Association dated 25th April 2006 and updated on 10th December 2019. There are currently 28 members of the company each of whom agree to contribute £1 in the event of the company winding up.

**Recruitment and Appointment of new Trustees**

All trustees are identified and nominated by the existing trustees. The chair of the board of trustees is nominated by the board of trustees. Trustees are invited based on their working expertise and experiences, and their background.

One third of trustees stand down in rotation at The Annual General Meeting and are eligible for re-election unless it is decided that a vacant office will not be filled.

**Trustees Induction and training**

New trustees are invited to observe meetings, meet the management team, see the company perform and are invited to join the board, following a trustee vote. The company has a trustee code of conduct and job descriptions for the roles of chair and trustee. New board members follow an induction programme assisting them with their understanding of the organisations charitable activities and programmes of work.

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**Organisation**

The governing body of Stopgap Dance Company is the board of trustees whose members are non-executive and unpaid. The Board of Trustees, which can have up to eleven members administer the organisation.

The board meets quarterly and the members annually at the AGM. The board of trustees make major strategic decisions and have responsibility for the business and financial performance of the charity.

The board of trustees support the management team of Artistic Directors, Lucy Bennett and Laura Jones, and Executive Producer, Lucy Glover, to manage the day-to-day operations and planning of the company.

The Artistic Directors and Executive Producer attend meetings of the board of trustees and the Annual General Meeting.

**Related Parties**

The main funder, Arts Council England (Charity registration no. 1036733) has a close relationship with the company, providing core funding for the artistic programme and running costs, and it occasionally provides one-off lottery funding for specific projects. The Arts Council has no control or voting rights over the company.

**Risk Management**

The management team undertake a robust process of business risk assessment at regular intervals, and report any identified risks to the board of trustees at the Finance and General Purposes sub-committee meetings with headline risks reported to the board at trustee meetings. The Finance and General Purposes sub-committee closely monitor, review and manage these risks at regular intervals. Currently identified main areas of risk are: environmental: economic and political change, people: succession planning, and compliance: expertise in law and regulation.

**Objectives and activities**

The trustees confirm that they have complied with their duty to have due regard to the guidance, as laid out by the Charity Commission, on public benefit when reviewing the charity's aims and objectives, planning future activities and in the exercising of powers.

Stopgap is an inclusive contemporary dance company with disabled dancers and non-disabled dancers working together. Stopgap delivers dance workshops, CPD training, advocacy for the dance sector, organisational change training, and performs in the UK and abroad, it also runs an intensive individualised training programme to develop the next generation of inclusive dance leaders.

**The objects of the company are:**

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

The objects and mission of the company are developed and demonstrated throughout Stopgap's work and are driven by a commitment to use dance as a movement for change.

The company's mission is to create an inclusive world where diversity is not just accepted but pursued, a world where no one is limited by prejudice against Deaf, Disabled or neurodivergent people.

Stopgap is a global leader in the area of disability access in dance and the company continuously examines best practice to enhance its work. The company is an active advocate in the dance industry, and for broader society, to become more inclusive.

In line with the company's mission the main objectives of the company continue to be the promotion of dance through education, workshops and dance performances on a global scale. Educational outreach work undertaken by the company includes: continued professional development training for teachers, dancers and choreographers; student placements; advocacy, consultancy and access training. These activities further the reach of Stopgap's charitable activities to larger and more diverse communities and sectors.

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**About Stopgap Dance Company**

Stopgap Dance Company is driven by a diverse creative team who uses dance as a movement for change.

Our mission is to create an inclusive world where diversity is not just accepted but pursued, a world where no one is limited by prejudice against D/deaf, disabled, or neurodivergent people.

Working with an artform shaped by human touch and energised by the spark of connectivity, our productions demonstrate the compelling power of diversity and inclusivity. We move together to create a remarkable experience that transforms society's perceptions of difference and dismantle the inequity of privilege, in dance and in all aspects of living, collaborating, and creating together as humans.

Our work is both focused on and born out of the company's rigorous investment in equity and inclusive culture. We are committed to removing barriers to dance, nurturing the talents of dancers born into any body and any mind. We are in coalition with a wave of organisations moving towards a better representation of diversity on our stages.

We are a global leader of disability access in dance and continuously examine best practice. We actively advocate for the industry and the wider world to become more inclusive.

**Co-Chairs' Statement**

As Co-Chairs it has been a delight to support Stopgap Dance Company through the 2024-2025 planning period and it is with great pleasure that the accounts can be presented, following what has been another extremely successful year for the organisation.

This year saw a further embedding of the company's co-leadership model, with Lucy Bennett and Laura Jones solidifying their roles as Co-Artistic Directors and Lucy Glover crafting the re-structured role of Executive Producer, always with an eye to the future development of the organisation and its voice artistically and as an advocacy organisation.

Stopgap is grateful to continue to receive support from Arts Council England and this ongoing funding, along with the strengthened voices in the leadership team, allowed the company to premiere its most ambitious work to date, *Lived Fiction*, to national and international critical acclaim. Alongside *Lived Fiction*, Stopgap was also invited to perform at a number of high-profile events, which continued to drive new audiences to the Company's work and saw a total audience exceeding 2.2million experience the company either live or via broadcast.

Alongside the exceptional stage production work there continues to be increasing demand for the company's outreach and education work, cementing Stopgap's position as innovators and global leaders within inclusive dance and dance education.

**Highlights and summary of success include:**

- Premiere and tour of new production; *Lived Fiction*; with the performance at London's Southbank Centre receiving multiple 5-star critical reviews
- A total of 39 in person performances were presented in 16 locations across Europe and 5 broadcasts/screenings of performances shown in 5 locations across Europe and the USA
- Stopgap performed at the Wembley OVO Arena as part of the televised "National Lottery New Year's Eve Big Bash", watched by over 2 million people
- 356 Outreach and Education workshops were delivered to 4,083 people, where more than 50% of participants identifying as having a disability

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- A further 465 people (39% of whom identified as having a disability) took part in the inclusive dance teacher training programme 'Seedbed' and 24 dance educators completed the inclusive dance syllabus 'IRIS'
- The company provided meaningful work for 58 individuals with employment or freelance contracts; 50% of which identified as Deaf, Disabled, neurodivergent, or living with a long-term health condition
- A successful inaugural year of the groundbreaking professional development programme 'Future Leaders' was completed, with both of the first year's Future Leaders moving on to further employment within the sector
- Disabled dancer and choreographer Nadenh Poan received his first commission from Unlimited to develop a full-length work for touring to small-scale theatres. Entitled *Reflections*, it is inspired by Nadenh's journey from Cambodia to Aldershot
- 'Open Dialogo' entered its second edition - a bilateral international exchange project to support best practice in dance and disability between England and Italy. Commissioned by Arts Council England, the Italian Ministry of Culture (The Performing Arts department), the Italian Cultural Institute of London and the British Council
- The Inclusive Dance NPO Working Group, co-founded by Candoco, Corali, People Dancing, Stopgap and Tin Arts, advanced its groundbreaking research into the barriers to progression and employment in dance for Disabled people, with findings set for publication in 2025/2026
- Stopgap continued to develop and solidify its partnerships across the sector including a professional placement opportunity with the Northern School of Contemporary Dance; hosting a graduate from University of Surrey for 3 months work experience, and training and targeted dance and movement initiatives for young people and the wider workforce with Dance Hub Crawley
- The company continues to over-achieve against financial targets with the Creative Learning strand exceeding training programmes income targets by 145%.

Financially, the position reflects the successful year the company has had with an income of £924,086. Approved reserves have grown in line with the growth of the company, totalling three month's running costs, providing a safety net as the company grows.

Ongoing core funding from Arts Council England has underpinned investment into *Lived Fiction*, Naden Poan's new commission *Reflections*, as well as the sector-leading *Future Leaders* programme. These initiatives allow Stopgap to further strengthen its offer and reach more diverse audiences in the UK and internationally.

### **Plans for the future**

Plans for the future with Stopgap are always exciting and it is expected that 2025/2026 will be another year full of performance and education work across a variety of platforms and locations.

2025/2026 will see *Lived Fiction* continue to tour nationally and internationally, expanding into new locations for the company, including Asia.

The first outdoor touring work created by Senior Dance Artist, Nadenh Poan, will be premiered, following a commission from Without Walls - embarking on an outdoor tour across the UK and Europe.

Further artistic collaborations are planned including with Japanese dance artist Yukio Suzuki for a new project entitled *Beyond!* and with the BalletBoyz for their new feature film production, *England on Fire (the Work)*.

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Open Dialogo continues until 2026, furthering the close collaboration with funding partners as well as deepening cultural exchange in both England and Italy. Future Leaders will also continue until 2027, building pathways for Disabled leaders in the arts sector who are currently significantly underrepresented. In addition to this targeted programme Stopgap remains committed to offering various work experiences and placements for undergraduate and post-graduate students, supporting pathways into the sector. 25/26 will see an expansion of this by partnering with Artsworld Breakthrough programme, providing a 6-month paid internship to a young adult (18-25yrs) who faces barriers to meaningful employment.

Stopgap continues to see demand increase for its broader training offers and will continue to offer a portfolio of opportunities including: Disability Confidence; Access Consultancy; Creative Access; and Neurodiversity: An introduction. A new offering to the training portfolio, *Kaleidoscope*, will explore embedding creative access within productions; led by Lucy Bennett, Co-Artistic Director and Lily Norton, Access Artist.

Stopgap's youth groups across Surrey and Hampshire, which provide regular inclusive dance classes for young people facing systemic barriers, continue to remain a core part of Stopgap's work. 75% of the young people taking part identify as having a disability, and all participants face inequities of opportunity to participate in activities that promote social cohesion. Through the year, the eight groups will have the opportunity to perform at local community events as well as at the Stopgap Winter Platform Showcase in December 2025, on the company's home stage at Farnham Maltings.

As demand for experiencing Stopgap's unique way of working grows, the company members and dance artists trained in Stopgap's inclusive practice methodologies will continue to deliver outreach workshops across the UK and internationally, supporting the development of the next generation of Disabled artists and leaders.

As Co-Chairs we are excited to see the impact that Stopgap can continue to make on participants, audiences, decision makers and the wider dance sector. Stopgap believes that dance is a movement for change, and this coming year will continue to deliver that vision.

#### **Reserves Policy**

Stopgap Dance Company's reserve in 2024-25 were £528,815 (of which £220,000 is contingency reserve) meeting the Board's target for this financial year. This amount is deemed appropriate for the organisation as per the revised Reserve Policy

#### **Public Benefit**

The Trustees confirm that in compiling this report they have had due regard to the guidance on public benefit issued by the Charity Commission in compliance with the duty set out in section 4 of the Charities Act 2006.

#### **Director's Responsibilities**

Company Law which is also applicable to charitable companies in England and Wales requires the directors, who are also trustees of the company, to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the results of the company for that year.

In preparing those financial statements, the directors/trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent; and
- state whether applicable UK accounting standards 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 company will continue in business.

The directors/trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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In accordance with company law, as the company's directors we certify that:

So far as we are aware there is no relevant information of which the company's examiner is unaware:

As the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant information and to establish that the company's examiner are aware of that information.

**Going Concern**

The trustees confirm that in their opinion it is appropriate to prepare these accounts on a going concern basis :

The trustees also confirm that in their opinion the charity will be able to continue to operate for at least 12 months from the date of this report.

**Independent Examiner**

A resolution will be proposed at the Annual General Meeting that Frank Lachman be re-appointed as Independent Examiner to the charity for the ensuing year.

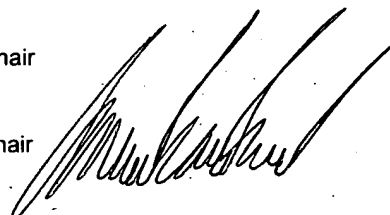
The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2022).

By order of the directors

Jane Hackett - Co-Chair

Suzanne Birchwood -Co-Chair

Dated 8th December 2025



S. Birchwood  
08/12/25

**Stopgap Dance Company  
Company Limited by Guarantee  
Year ended 31st March 2025**

**Independent Examiner's Report on the Accounts**

I report to the charity trustees on my examination of the accounts of the company for the year ended 31st March 2025 which are set out on pages 8 to 16.

**Responsibilities and basis of report**

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

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

**Independent examiner's report**

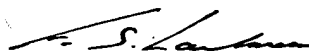
Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England & Wales, which is one of the listed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

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

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

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

Frank S Lachman FCA  
Member Institute of Chartered Accountants in England and Wales  
Chartered Accountant  
Independent Examiner



31 Fairview Way  
Edgware HA8 8JE

Dated: 8th December 2025

**Stopgap Dance Company**  
**Company Limited by Guarantee**  
**Statement of Financial Activity**  
**For the Year Ended 31st March 2025**

		Unrestricted Funds	Restricted Funds	Total Funds 2025	Total Funds 2024
	<b>Note</b>				
<b>Income</b>					
Voluntary income	<b>2</b>	486,800	-	486,800	513,675
Investment income		8,531	-	8,531	6,380
Charitable activities	<b>3</b>	354,090	74,665	428,755	478,155
<b>Total income</b>		<u>849,421</u>	<u>74,665</u>	<u>924,086</u>	<u>998,210</u>
<b>Expenditure</b>					
Charitable activity costs	<b>6</b>	785,617	74,665	860,282	859,283
<b>Total expenditure</b>		<u>785,617</u>	<u>74,665</u>	<u>860,282</u>	<u>859,283</u>
<b>Net income/expenditure</b>		63,804	-	63,804	138,927
<b>Reconciliation of funds</b>					
<b>Total funds brought forward</b>		465,011	-	465,011	326,084
<b>Total funds carried forward</b>	<b>11</b>	<u>528,815</u>	<u>-</u>	<u>528,815</u>	<u>465,011</u>

The statement of Financial Activities includes all gains and losses recognised in the year

All income and expenditure derive from continuing activities.

**Stopgap Dance Company**  
**Company Limited by Guarantee**  
**Balance Sheet**  
**For the Year Ended 31st March 2025**

	Note	2025	2024
<b>Fixed assets</b>			
Tangible Assets	8	4,206	3,665
<b>Current assets</b>			
Debtors	9	127,675	61,353
Cash at bank and in hand		456,546	465,102
<b>Total current assets</b>		<u>584,221</u>	<u>526,455</u>
<b>Current liabilities</b>			
Creditors - amounts falling due within one year	10	59,612	65,109
		<u>59,612</u>	<u>65,109</u>
<b>Net current assets</b>		524,609	461,346
<b>Net assets</b>		<u>528,815</u>	<u>465,011</u>
<b>The funds of the charity</b>			
Unrestricted	11	528,815	465,011
<b>Total charity funds</b>		<u>528,815</u>	<u>465,011</u>

For the year ended 31 March 2025 the company was entitled to exemption under section 477(2) of the Companies Act 2006.

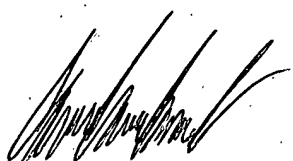
No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for:

- i. ensuring the company keeps accounting records which comply with section 386; and
- ii. preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit and loss for the financial year in accordance with the section 393, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as applicable to the company.

The accounts have been prepared in accordance with the special provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime, and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

Approved by the directors on 8th December 2025, and signed on their behalf by



S. Birchwood  
08/12/25

Jane Hackett - Director and Co-Chair

Suzanne Birchwood - Director and Co-Chair

**Stopgap Dance Company**  
**Company Limited by Guarantee**  
**Balance Sheet**  
**For the Year Ended 31st March 2025**

**Cash Flow Statement**

**for the year ended 31st March 2025**

	<b>2025</b>	<b>2024</b>
Net income for the reporting period	63,804	138,927
Purchase of fixed assets	(3,542)	(3,098)
Depreciation	3,001	4,716
Interest received	(8,531)	(6,380)
(Increase/decrease in debtors	(66,322)	2,597
Increase/(Decrease) in creditors	(5,497)	47,306
Net cash flow from operating activities	<u>(17,087)</u>	<u>184,068</u>
Cash flows from investing activities		
Interest	8,531	6,380
Net cash provided by investment activities	<u>8,531</u>	<u>6,380</u>
Change in cash at bank in the reporting period	(8,556)	190,448
Cash at bank at the beginning of the reporting period	465,102	274,654
Cash at bank at the end of the reporting period	<u>456,546</u>	<u>465,102</u>

## **1 Accounting Policies**

(a) The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2022) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Stopgap Dance Company 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 note(s).

### **(b) Tangible Fixed Assets**

Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, as follows:

Fixtures, fittings and computers	- 25% straight line
Dance floor	- 20% straight line

Fixtures, fittings and computers purchased for less than £500 are written off as an expense.

### **(c) Income**

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

### **(d) Expenditure**

All expenditure is accounted for on an accruals basis. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party. It is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs are allocated to a category either because such costs are directly incurred in relation to such category, or because they are support costs in respect of which an apportionment has been made between the categories.

Support costs consist of infrastructure costs for salaries, premises, office administration. Such costs are apportioned on a reasonable and consistent basis to the various categories with a view to determining, as accurately as possible, the total resources expended for each category. The basis of apportionment used is either a function of staff time applied to a given activity, or an estimate of the proportion of income costs associated with the same, or a combination of both.

Direct and Support costs are separately shown by natural classification in Note 5 to these accounts for each category of cost.

**(e) Taxation**

The company as a registered charity ( number 1116776 ) is exempt from taxation on most investment income insofar as it is applied for charitable purposes. The company is also exempt from taxation on capital gains.

**(f) Debtors**

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

**(g) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**2 Voluntary Income**

Use of Office space was provided free of charge at The Farnham Maltings. This donation had a value of £18,000 for the year.

Services were provided free of charge by Google Ads. This donation had a value of £8,000.

Rehearsal space was provided free of charge by various Institutions. This had a value of £10,800.

	Unrestricted Funds	2025	Unrestricted Funds	2024
<b>Grants for General Running Costs</b>				
Arts Council of England	450,000	450,000	289,244	450,000
- In-kind from Farnham Maltings	18,000	18,000	16,175	16,175
- In-kind from Google Ads	8,000	8,000	35,000	35,000
- In-kind from various Institutions	10,800	10,800	12,500	12,500
	<u>486,800</u>	<u>486,800</u>	<u>352,919</u>	<u>513,675</u>

**3 Income from charitable activities**

	<b>Restricted Funds</b>	<b>Unrestricted Funds</b>	<b>2025</b>	<b>Restricted Funds</b>	<b>Unrestricted Funds</b>	<b>2024</b>
Grants and donations						
- British Council	-	-	-	-	8,772	8,772
- Leche Trust	-	-	-	2,000	-	2,000
- Access to Work	74,665	-	74,665	122,962	-	122,962
- Donations and fundraising	-	1,318	1,318	-	947	947
	<u>74,665</u>	<u>1,318</u>	<u>75,983</u>	<u>124,962</u>	<u>9,719</u>	<u>134,681</u>
Fees, commissions, hires & misc income	-	266,987	266,987	-	250,614	250,614
Theatre Tax Relief	-	85,785	85,785	-	92,860	92,860
	<u>74,665</u>	<u>354,090</u>	<u>428,755</u>	<u>124,962</u>	<u>353,193</u>	<u>478,155</u>

**5 Net incoming Resources**

Net (outgoing)/incoming resources are stated after charging:

	<b>2025</b>	<b>2024</b>
Depreciation of tangible assets	3,001	4,716
Examiner's fee	2,500	2,500
	<u>          </u>	<u>          </u>

**6 Charitable activity costs**

	Support costs Unrestricted	Charitable Activity Costs Restricted	Charitable Activity Costs Unrestricted	Governance Costs Unrestricted	Fundraising Costs	Total 2025
Marketing and publicity	10,358	-	-	-	-	10,358
Production costs	-	43,103	42,201	-	-	85,304
Education expenses	-	-	97,328	-	-	97,328
Touring costs	-	-	25,398	-	-	25,398
General Wages	45,088	31,562	315,620	27,053	31,562	450,885
Employer's National Insurance	40,724	-	-	-	-	40,724
Pension contributions	10,465	-	-	-	-	10,465
Operational admin costs	53,724	-	-	-	-	53,724
Artist Development	49,296	-	-	-	-	49,296
In-kind Farnham Maltings	-	-	18,000	-	-	18,000
In-kind Google Ads	-	-	8,000	-	-	8,000
In-kind Rehearsal Space	-	-	10,800	-	-	10,800
<b>Total 2025</b>	<b>209,655</b>	<b>74,665</b>	<b>517,347</b>	<b>27,053</b>	<b>31,562</b>	<b>860,282</b>

	Support costs Unrestricted	Charitable Activity Costs Restricted	Charitable Activity Costs Unrestricted	Governance Costs Unrestricted	Fundraising Costs	Total 2024
Marketing and publicity	4,022	-	-	-	-	4,022
Production costs	-	2,000	121,090	-	-	123,090
Education expenses	-	-	120,770	-	-	120,770
Touring costs	-	-	34,917	-	-	34,917
General Wages	-	122,962	178,916	25,510	97,791	425,179
Employer's National Insurance	27,111	-	-	-	-	27,111
Pension contributions	9,197	-	-	-	-	9,197
Operational admin costs	41,703	-	-	-	-	41,703
Artist Development	9,619	-	-	-	-	9,619
In-kind Farnham Maltings	-	-	16,175	-	-	16,175
In-kind Google Ads	-	-	35,000	-	-	35,000
In-kind Rehearsal Space	-	-	12,500	-	-	12,500
<b>Total 2024</b>	<b>91,652</b>	<b>124,962</b>	<b>519,368</b>	<b>25,510</b>	<b>97,791</b>	<b>859,283</b>

**7 Employees**

	2025	2024		2025 No.	2024 No.
Wages, salaries and fees	450,885	425,179	Management	9	8
Social security costs	40,724	27,111	Other	15	11
Pension contributions	10,465	9,197			
	<u>502,074</u>	<u>461,487</u>		<u>24</u>	<u>19</u>

We have seen an increase this year, with advice from HR consultant Croner we have moved freelance Dance Artists from a Contract for Services basis to a PAYE Worker Contract. With the departure of Charlotte Mackie we recruited Olivia Tetlow as Head of Operations which takes this years figure to 9 but materially was not an increase in Management only a change within the role.

No employee earned more than £60,000 during the year (2024 Nil)

**8 Tangible Fixed Assets**

<b>Cost</b>	<b>Computer and Fixtures</b>	<b>Total</b>
At 31st March 2024	21,048	21,048
Disposals	-	-
Additions	3,542	3,542
At 31st March 2025	<u>24,590</u>	<u>24,590</u>
<b>Depreciation</b>		
At 31st March 2024	17,383	17,383
Disposals	-	-
Charge for the year	3,001	3,001
At 31st March 2025	<u>20,384</u>	<u>20,384</u>
<b>Net Book Values</b>		
At 31st March 2025	<u>4,206</u>	<u>4,206</u>
At 31st March 2024	<u>3,665</u>	<u>3,665</u>

**9 Debtors**

	<b>2025</b>	<b>2024</b>
Trade debtors	41,916	8,041
Prepayments and accrued income	85,759	53,312
	<u>127,675</u>	<u>61,353</u>

**10 Creditors - Amounts falling due  
within one year**

	<b>2025</b>	<b>2024</b>
Trade creditors	8,610	9,703
Social Security and other Taxation	17,118	10,237
Accruals and Advance funding	33,884	45,169
	<u>59,612</u>	<u>65,109</u>

## 11 Reconciliation of Movement in Funds

		Balance at 31 March 2024	Income	Expenditure	Transfers	Balance at 31 March 2025
Restricted Funds	- Income	-	74,665	74,665	99,000	99,000
Unrestricted Funds	- Designated	345,011	849,421	785,617	(199,000)	209,815
	- General	120,000	-	-	100,000	220,000
		<u>465,011</u>	<u>924,086</u>	<u>860,282</u>	<u>-</u>	<u>528,815</u>

The above funds comprise:

Contingency Reserve (3 months operating, Designated, Unrestricted)	220,000
Productions (Designated, Unrestricted)	150,000
Future Leaders (Designated, Restricted)	99,000
Organisational Development (Designated, Unrestricted)	62,701
	<u>531,701</u>

## 12 Analysis of Net Assets between Funds

	Tangible Fixed Assets	Net Current Assets	Total 2025	Total 2024
Restricted Funds	-	99,000	99,000	-
Unrestricted Funds:				
Designated	4,206	205,609	209,815	465,011
General	-	220,000	220,000	-
	<u>4,206</u>	<u>524,609</u>	<u>528,815</u>	<u>465,011</u>

## 13 Trustees

During the year, none of the trustees received any remuneration from the trust and no expenses were reimbursed to any of them.