

LUDUS DANCE

England & Wales - Charity number 1144163

Details

Status	Registered
Legal form	Charitable company
Company number	07729308
Registered	2011-10-06
Register	View on the Charity Commission register

Contact

Address FAO Ludus Dance
 The Storey
 Meeting House Ln
 Lancaster
 LA1 1TH

Phone 07598765915

Email info@ludusdance.org

Website www.ludusdance.org

Activities

Objects: ENCOURAGE AND ADVANCE THE APPRECIATION OF THE ART OF DANCE AND ITS ASSOCIATED ART FORMS BY THE PUBLIC PARTICULARLY BY PROVIDING OPPORTUNITIES FOR PEOPLE TO CREATE, WATCH AND TAKE PART IN DANCE PREDOMINANTLY BUT NOT EXCLUSIVELY IN THE NORTH WEST OF ENGLAND.

Activities: To encourage and advance the appreciation of the art of dance and its associated art forms by the public particularly by providing opportunities for people to create, watch and take part in dance predominantly but not exclusively in the North West of England.

Classification

- **How:** Provides Services
- **What:** Arts/culture/heritage/science
- **Who:** Children/young People, People With Disabilities, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£133,215	£144,412	-	-
2024-03-31	£137,059	£159,998	-	-
2023-03-31	£178,633	£159,223	-	-
2022-03-31	£164,447	£212,457	-	-
2021-03-31	£203,180	£190,145	-	-

Trustees

Name	Role	Appointed
SERENA MANSFIELD	Chair	2023-12-13
Adam York Gregory		2026-04-14
Ann Michelle Breed		2024-06-17
Eleanor Payne		2019-11-20
Gillian Jane Lees		2026-04-14
Linda Margaret Jasper		2022-05-04

LUDUS DANCE

England & Wales - Charity number 1144163

Accounts

Company registration No. 07729308 (England & Wales)

Charity No. 1144163

Ludus Dance

Company Limited by Guarantee

Trustees' Report and Financial Statements

For The Year Ended
31 March 2025



**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

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**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**CHARITY REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2025**

Registered charity name	Ludus Dance
Charity registration number	1144163
Company registration number	07729308
Registered office	The Storey Meeting House Lane Lancaster LA1 1TH
Trustees	F Tucker S Mansfield E Payne L Jasper A Breed (appointed June 2024)
Secretary	R Deadman (resigned June 2024) R Reoch (appointed June 2024) S Barrow (appointed June 2024)
Independent Examiner	MHA Chartered Accountants 14 Mannin Way Lancaster Business Park Lancaster LA1 3SW

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2025**

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the financial statements for the year ending 31 March 2025, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

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

Trustees

The directors who served during the year were:

S Mansfield
E Payne
L Jasper
F Tucker
A Breed (appointed June 2024)

Secretary - R Deadman (resigned June 2024)
Secretary - R Reoch (appointed June 2024)
Secretary - S Barrow (appointed June 2024)

Independent Examiner - MHA

Introduction

Founded in 1975, Ludus Dance North West Dance in Education Ltd was constituted as a co-operative trading as Ludus Dance. In 2011/12, the company became a registered charity and a company limited by guarantee.

Ludus brings the joy of dance to Children and Young People (CYP) in Lancaster, Morecambe and the North. We strive to embed creative dance and wellbeing practices for those whom cultural opportunities are limited, and the likelihood of a complex transition into adulthood is high.

We enable CYP and emerging dance artists to further develop their emotional connectivity and positive mindset, and a methodology to live by - to empower them both in their movement and in their journey towards their future goals. We enable CYP to be present in their bodies and to build confidence alongside others - to encourage them to let go of self-criticism and real/perceived judgment of peers. As a result, they learn how to be accepting, curious and open to their own potential and that of others.

We have established long-term relationships with statutory partners, who have shared ambition in the development of young people, in schools, universities, local authorities, social and mental health services within the NHS. Alongside these partners, we proudly develop programmes that contribute to how dance can support CYP to live healthier and happier lives, long term.

As we transition away from the Arts Council NPO funding, we diversify our funding strategy with programmes designed to focus on widening our contribution within our local community and to centralise young people's voices in determining who and what Ludus Dance will become next.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2025

Structure, governance and management

Governance

Ludus Dance is a Registered Charity and Company Limited by Guarantee, incorporated on 4th August 2011. A Board of Directors controls the overall strategic direction of the organisation and ensures regulatory and legal compliance. Board members are recruited for the balance of skills that they can bring to the organisation. These are:

- Business planning
- Entrepreneurial skills
- HR
- Equality and Diversity
- Finance
- Fundraising
- Governance
- Education

The Board meets quarterly alongside subgroup meetings, which are developed alongside the developmental needs of the Charity; there are currently finance and policy review subgroups.

Staffing

Ludus Dance employs a core team to deliver projects and to develop the organisation's offer to ensure ongoing financial and operational sustainability. In 2024/25, Ludus Dance operated with the equivalent of 2.4-2.8 fte staff members.

This year, 30 freelance artist positions were contracted for project delivery, including investment in a senior fundraiser to support the senior team..

Over the last year, staff have had the opportunity to attend a number of training programmes, including: Safeguarding, Chaperoning Children, and First Aid.

Charitable Objects

The company is established to:

Encourage and advance the appreciation of the art of dance and its associated art forms by the public, particularly by providing opportunities for people to create, watch and take part in dance predominantly but not exclusively in the North West of England.

These objects are supported by the core organisational mission of Ludus Dance: - To inspire, engage and empower through dance.

Ludus Dance's values are:

- Collaboration
- Innovation
- Authenticity

The charitable objects, organisational mission and values provide the framework for all of the activities of Ludus Dance. These are articulated through the vision.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2025**

Charitable Objects (continued)

The vision is of a world where everyone has the right and ability to access high-quality dance experiences produced to the highest standard, leading to a lifelong engagement in the arts. This vision centres on the essential aims of:

- **Cultural Engagement and Progression:** A connected offer, targeting communities and individuals in areas where the arts are under-represented. Adopting a needs-led approach, maximising potential to help young people develop life skills.
- **Artistic Excellence in Production:** High-quality facilitation to amplify the youth voice through practice and training.
- **Diverse People and Practices:** Co-creating socially, culturally, politically and environmentally relevant work that belongs to everyone.
- **Financial Rigour:** Stable and ethically driven.
- **Operational Rigour:** Robust systems, processes, staffing and policies in place to underpin all aspects of delivery and development.

To deliver our mission, vision and core aims, activity has been split across six core strands:

- Inclusion
- Artist Development
- Cultural Education and Heritage
- Youth Dance and Talent Development
- Studio Programme
- Central Events

24/25 priorities:

- To consolidate what Ludus Dance is and how their practice/delivery is of the highest quality and effectiveness for young people, provably, to established and potential partners/funders.
- To streamline current charitable activities, reduce expenditures, and consolidate outputs by aligning projects and fostering a sustainable business model.
- To create 'crossover' within our programmes - reducing the size/merging some projects without losing them, or their meaning, easing the transition for young people between different routes through Ludus Dance. For example, LYDC and LUL became device-intensive projects, incorporating dance and lighting techniques to create original pieces developed in-house, supported by CEOs, young people, and emerging dance artists.
- To expand paid work placements for our emerging artists, rebuild our essential freelance staff pool, and enhance flexibility and opportunities for freelancers in the post-COVID era and amid declining national arts funding.
- Restructure staffing to reduce expenditure by 25% from March 2024 on the core team, creating a small, secure and resilient staff team who can nurture emerging artists and freelancers via work placements and training opportunities.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2025**

Charitable Objects (continued)

- Prioritise projects that can be run at full cost recovery (with a confirmed agreement in place), such as the long-term HAF programme supported by Lancaster City Council, led by core staff member Sophie Barrow.
- Building on the success of the Alien programme in schools, we developed individually tailored school packages that align with our environmental Solar theme in both concept and delivery.
- Diversification of funders - we focus in the first instance on exploring possibilities within the funding landscape in the areas of Dance, Art, Health and Education/Youth Leadership within the arenas of trusts and foundations, university research, and government-backed schemes (eg councils). We have focused on the long-term issues affecting young people to consider how these may impact them and which funders are aligned with our priorities to support them in an ever-changing world. These are funders who understand concepts of social justice, crisis in mental health and the environment, and what the future looks like through a young person's eyes/what success looks like for young people.
- The CEO has invested significant time researching concepts of 'youth voice' and 'youth leadership' as a methodology for ensuring the organisation successfully responds to its aims, for and with young people. Ludus Dance is in the final round of a multi-year core application to the Esmee Fairbairn Foundation for core funding to develop this area of expertise.
- Further develop qualitative and quantitative methodologies which demonstrate the value and impact of Ludus Dance's creative practice, in partnership with academic researchers, building long-term, meaningful relationships.
- We have continued to invest CEO time into developing longer-term partnerships with universities to secure funding for long-term investigation and evaluation of the benefits of our work. We are part of a large-scale 3-year project into the impact of the Arts in relation to young people's mental health within the North West, which is a contracted arrangement until the end of 2026.
- Invest in raising our charity's visibility by consolidating all activities under one roof in a larger, more prominent space at The Storey. This will reduce venue hire costs and help establish a sense of home for the children, young people, and families we support. Our long-term vision is to move into a building owned by Ludus Dance, creating a Dance House to support dance locally and beyond. This would be achieved using our reserves, in partnership with the local council, and through strategic bid writing. Currently, this is an early-stage goal under consideration and consultation.
- Our regular programmes have all run from our home in the Storey, which offers a familiar base within a council-owned Arts building. This offers security, opportunity regarding meeting other tenants and colleagues who utilise the building, and an affordable, accessible, central location for CYP, artists and staff to feel at home.
- We have begun an organisation-wide exploration of the identity, value, and future aims of Ludus Dance as we celebrate its 50th anniversary in 2025, with trustees involved from the outset to ensure a meaningful approach. This is a large-scale, ambitious project which aims to include alumni, past and current freelancers, industry specialists, funders and local supporters. The year will celebrate the archive of work, the community impact and will research shared ideas for Ludus's future. It will offer many young people, including emerging professionals, opportunities leading up to a professional theatrical event. The CEO will focus on building meaningful relationships throughout this year, both before and after the celebration event scheduled for October 2025. A project grant application of £50,000 was submitted to the Arts Council to support this project, and a request for up to £15,000 from the reserves if funding applications for this event were not successful.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2025**

Charitable Objects (continued)

Public benefit

In setting Ludus Dance policies, the Board gives consideration to the guidance issued by the Charities Commission regarding the provision of public benefit. Ludus Dance achieves public benefit by delivering its charitable objectives in a number of ways:

- The provision of free and/or subsidised workshops and projects which contribute directly to the social, physical and mental health and wellbeing of children and young people
- The provision of paid work for freelance dance artists based in the North West, thus supporting and developing the sector and local economy
- The co-production of dance performances, small festivals and other events to bring communities together, reduce isolation and share intergenerational experiences
- Partnership working to develop robust arts programmes that engage local communities, especially those with limited access to cultural provision
- Targeted career support, mentoring and guidance for emerging dance artists to sustain the regional dance ecology and raise aspirations
- Fostering a culture of celebration, providing activity that creates pride in place, belonging and civic responsibility.

Trustees

No remuneration is paid to any Trustee for their services as a trustee, nor did any trustee have a material interest in any of the charity's contracts during the year

Induction and training of Trustees

Board members are selected based upon their professional skills to complement those of existing Board members and to ensure a range of different voices and backgrounds shape the organisation. Induction includes meetings with the CEO and the Board, receiving copies of policies, business plans and accounts and attending Board meetings before appointment. New trustees also receive a Trustee welcome pack.

Share Capital

The charity is limited by guarantee and as such does not have a share capital.

Risk management

The Trustees and staff of Ludus Dance conduct a quarterly review of the major risks to which the charity is exposed, and systems established to mitigate them are laid down by a written risk assessment strategy as appropriate to current circumstances. The strategy specifies actions to be taken to guard against a variety of risks with the potential to impact funding or activity. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and projects, and ensuring consistently high quality of delivery. These procedures are regularly reviewed and updated as necessary (separate document).

External partners

The organisation's principal investors in 2024/5 were:

- Arts Council England (ACE) Transition Fund (concluding during this time period)
- Lancaster City Council
- Children in Need

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2025

Contribution of volunteers

The Charity is supported by highly experienced and dedicated Volunteer Board Members as well as a small number of additional volunteers who support the organisation more generally. Ludus Dance is keen to develop further volunteering opportunities across the business as we recognise the value of this reciprocal exchange. This year, 19 volunteer positions were fulfilled, which helped support several dance projects, events and classes.

Financial review, achievement and performance

The total income for the year was £133,215, comprising restricted funds (£50,185) and unrestricted funds (£83,030).

Ludus Dance received approximately 50% of its income through core grants from Arts Council England Transition Fund (ACE) and 50% from Lancaster City Council Levelling UP funding. This was to develop and deliver a rich programme of activity for young people in our local community. This was supplemented by additional restricted grants and earned income vital for the viability of the organisation. Successful diversification of income has meant that the organisation remains stable post the planned withdrawal of the ACE NPO funding.

There has been an active focus by the CEO on two specific areas for future funding, in particular:

- Research into the connection between the Arts and Young People's mental health and promoting meaningful engagement with young people to raise their contribution to the decision-making and output of the organisation.
- To further design pathways to leadership via its core programmes, staff support and opportunities for freelancers.

In terms of the former, we have successfully embedded within a project called Arts4Us led by Edge Hill University, researching young people and mental health. We await the outcome of a multi-year core funding bid to the Esmee Fairburn Foundation in relation to the latter.

A financial review of expenditure was undertaken in light of ACE's core funding coming to a planned end. To ensure a more economical and environmentally responsible delivery model, Ludus has continued to utilise its large dance studio office space in The Storey to house its front-facing dance programme as well as its back-office. This dramatically reduced the expenditure of additional room hire and served as a visual marketing tool, thanks to the new room being in a prominent, publicly visible space and has been financially successful and reduced pressure on the CEO and trustees by allowing room to embed into the new structure

In terms of assessing our risks, throughout 2024/25 Ludus Dance continued to make progress by further scrutinising our mission, aims, and outcomes. With the end of core ACE funding, alternative core funders have been investigated, and applications are being made based on our established impact on health and education outcomes for young people. In addition, inroads have been made with university partners in relation to health research, and a 3-year, multi-university research programme has been confirmed.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2025**

Financial review (continued)

Main areas of difficulty include:

- We continue to face funding pressures as a small charity—particularly as we transition away from the Arts Council. Our aim is to secure support from two to three mid-sized, multi-year funders to reduce financial risks, minimise immediate pressures, and provide our staff with greater job security.
- Continued pressure on the team has been caused by a reduction in staff capacity. However, this situation has improved since we worked hard to expand our freelance staff pool as backup and to provide core staff with more flexibility when they need annual leave.
- High turnover of attendees in face-to-face classes and workshops is a result of the impact on people's long-term health and post-pandemic habits; however, this continues to improve, with attendance proving to grow since last year.
- General impact on families, brought about by the post-COVID-19/Cost-of-Living crisis, has generally reduced both the time and energy of parents and young people to attend extra-curricular activities, and we have heightened our priority to secure projects within schools to reach young people who can benefit most from our activities.
- There is a general reduction in investment in the arts nationally, including a shifting agenda from the Arts Council and the knock-on effects of this on the number of applications to the Trusts and Foundations.

Reserves policy

As of 31st March 2025, the unrestricted reserves stood at £118,368. Free reserves are calculated by deducting the restricted reserves and fixed asset values from total reserves. At the year end, this stood at £112,541 (2024: £123,080).

The agreed target for unrestricted reserves at Ludus Dance will continue to be three months' running costs. The board is confident that running at three months would provide continuity of services to its beneficiaries, whilst fulfilling obligations towards employees and funders. Remaining unrestricted reserves will be designated for relocation, as a match for capital investment and unplanned closure. This reserves policy and the analysis of income and expenditure are reviewed on an annual basis. However, the board will be closely monitoring reserves in response to the organisational impact of the funding landscape, financial investment in the arts, the Cost of Living Crisis, and political shifts.

We have agreed a £70,000 fund within this policy for the potential purchase of a Ludus Dance 'House', with early conversations beginning with Lancaster City Council on how we can progress a purchase with their support, and with the support of appropriate funders (e.g. English Heritage).

There is a possible requirement for £15,000 to be drawn from our reserves to contribute to our 50th event, if our unconfirmed bids are not successful. This will be accounted for during the 2025-26 financial year.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2025**

Plans for the future

Ludus Dance are continuing to find ways to streamline activity, reduce overheads and find alternate income streams. During 2024/25 the charity continued to embed its new business plan, focusing our work on delivering dance programmes that support children and young people experiencing poor mental health to emerge healthier and happier; and this area remains a key focus for the charity in 2024/25.

Opportunities are shining in areas of research in relation to young people's mental health, and in relation to exploring young people's voices and pathways to leadership. We hope to soon secure funding with the Esmee Fairburn Foundation in order to continue this area of development as a main strand of our growth for the next three years.

Researching climate anxiety continued as a central goal at both a strategic level and via dance delivery with young people, as young people told us that this one one key area that impacted them and produced negative thoughts and feelings. It will be placed centrally within our organisation's ambitions to address, and we are seeking a large-scale project with Lancaster University and other local partners in order to do so in 2025/26. Research this far is showing us that potential funders are placing the climate emergency at the centre of their goals, which we believe will help us secure long-term funding from a number of sources.

Alongside, we seek to tackle this issue head on by working towards being an organisation that embraces and celebrates young people's voices creatively with children and young people on both environmental themes and their ability to create positive change, so that they learn of their individual and collective potential impact, within their dancing, their everyday lives, and alongside their audiences to whom they can demonstrate this ethos through performance. Our work continues to strive to empower children and young people to experience a healthy and hopeful world, and how they can make informed, environmentally responsible choices.

Equal Opportunities

The charity is committed to equal opportunities at all levels and has a Single Equality and Diversity Policy and Action Plan which supports the promotion of equal opportunities.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2025**

Responsibilities of the Trustees

The Trustees (who are also the directors of Ludus Dance for the purposes of Company Law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company Law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and Applicable Law). 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 the affairs of the charitable company and the income and expenditure of the charitable company for the year.

In preparing these financial statements, the council members are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Signed on behalf of the Board of Trustees

**R Reoch
Company Secretary**



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December 9, 2025

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF LUDUS DANCE
FOR THE YEAR ENDED 31 MARCH 2025**

I report on the accounts of the company for the year ended 31 March 2025 which are set out on pages 11 to 26.

Responsibilities and basis of report

As the charity 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 company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

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.

J Steer

Jack Steer BA (Hons) FCA
MHA
Chartered Accountants
14 Mannin Way
Lancaster Business Park
Lancaster
LA1 3SW

December 10, 2025
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LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025

		Unrestricted funds £	Restricted funds £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	3	44,841	83,030	127,871	130,500
Charitable activities	4	4,305	-	4,305	3,328
Other trading activities	5	-	-	-	2,095
Investments	6	1,039	-	1,039	1,136
Total		50,185	83,030	133,215	137,059
Expenditure on:					
Raising funds	8	-	-	-	83
Charitable activities	9	61,382	83,030	144,412	159,915
Total		61,382	83,030	144,412	159,998
Net income/(expenditure)		(11,197)	-	(11,197)	(22,939)
Transfers between funds		-	-	-	-
Net movement in funds		(11,197)	-	(11,197)	(22,939)
Reconciliation of funds:					
Total funds brought forward		129,565	-	129,565	152,504
Total funds carried forward	21	118,368	-	118,368	129,565

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The notes on pages 14 to 27 form part of these financial statements.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

BALANCE SHEET

AS AT 31 MARCH 2025

		2025		2024	
		£	£	£	£
Fixed assets					
Tangible fixed assets	16	5,827		6,485	
			5,827		6,485
Current assets					
Debtors	17	33,897		30,449	
Cash at bank and in hand		86,308		99,626	
		120,205		130,075	
Creditors: amounts falling due within one year	18	(7,664)		(6,995)	
Net current assets			112,541		123,080
Total assets less current liabilities			112,541		123,080
Net assets			118,368		129,565
Funds:					
Restricted funds			-		-
General funds			48,368		59,565
Designated funds			70,000		70,000
Total funds	21		118,368		129,565

The financial statements have been prepared in accordance with the provisions for small entities.

For the year ended 31 March 2025 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' responsibilities:

The trustees have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and the trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts were approved by the members of the council and authorised for issue on the

December 10, 2025

..... and are signed on their behalf by:

S. Mansfield

.....
S Mansfield

Chair of Trustees

Company Registration Number: 07729308

The notes on pages 14 to 27 form part of these financial statements.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE****NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2025**

1 Accounting policies**Legal form**

The charity constitutes a limited company, limited by guarantee as defined by the Companies Act 2006, incorporated in England and Wales. The address of the charity, the nature of its operations and its principal activities are all detailed in the Trustees' report and charity administrative details pages in these financial statements.

Basis of accounting

The charity constitutes a public benefit entity as defined by FRS102. The financial statements have been prepared in accordance with the accounting policies set out in note to the accounts and comply with the charity's governing document, the Charities Act 2011 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).

The financial statements have been prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Preparation of the accounts on a going concern basis

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operating existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Taxation

The charity is recognised by the Inland Revenue as a UK Charity and is entitled to exemptions from corporation tax.

Income

All income is recognised in the Statement of Financial Activities (SOFA) when the Charity is legally entitled to the income and the amount can be quantified with reasonable certainty. No income is shown net of expenditure.

Voluntary income is received by way of grants, donations and gifts and is included in the SOFA when receivable. Grants, where entitled is not conditional on delivery of specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.

Investment income is recognised when receivable.

Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably.

Support costs are those which assist the work of the charity but do not directly represent charitable activities and include office costs and governance costs. They are incurred directly to support the objectives of the charity.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies (continued)

Tangible fixed assets

Fixed assets including equipment, fixtures and fittings are recorded at cost less accumulated depreciation. Depreciation is provided at the following annual rates in order to write the cost of assets off over their estimated useful lives using the reducing balance method:

Equipment, fixtures and fittings - 33% reducing balance

Debtors and creditors

Debtors and creditors with no stated interest rate and receivable and payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Cash and cash equivalents

Cash held by the charity includes amounts held on call at banks.

Accumulated funds

The Charity has three distinct types of fund: Unrestricted, or general, funds arising from the accumulated surplus from its various activities. Restricted funds represent balances to be spent on particular activities as specified by the donor. Designated funds, included within unrestricted funds, are those set aside by the Board of Trustees for a specific purpose.

Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Financial assets are assessed for indicators of impairment at each reporting end date.

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

1 Accounting policies (continued)

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Financial liabilities classified as payable within one year are not amortised. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

2 Judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Key assumptions, judgements and estimates

In the opinion of the Trustees' there have been no significant judgements made in the process of applying the above accounting policies.

There have been no key assumptions concerning future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

3 Income from donations and legacies

	Unrestricted funds £	Restricted funds £	Total 2025 £
Year to 31 March 2025			
LCC Arts	13,800	-	13,800
BBC Children in Need	-	9,988	9,988
UKSPF	-	66,313	66,313
LDCVS	500	1,000	1,500
Holiday Activity and Food	-	2,200	2,200
Edge Hill University	-	3,529	3,529
Esmee Fairburn	30,000	-	30,000
7 Stars Grant Foundation	500	-	500
Donations	41	-	41
	44,841	83,030	127,871

	Unrestricted funds £	Restricted funds £	Total 2024 £
Year to 31 March 2024			
Arts Council England: NPO	-	56,819	56,819
LCC Arts	13,400	-	13,400
Westminster Foundation	1,000	-	1,000
BBC Children in Need	9,898	-	9,898
Lancaster City Council	21,461	-	21,461
DCNW	1,700	-	1,700
UKSPF	2,490	8,695	11,185
LDCVS	2,000	-	2,000
Holiday Activity and Food	12,590	-	12,590
Donations	447	-	447
	64,986	65,514	130,500

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

4 Income from charitable activities

	Unrestricted funds £	Restricted funds £	Total 2025 £
Year to 31 March 2025			
Provision of dance services	4,305	-	4,305
	4,305	-	4,305

	Unrestricted funds £	Restricted funds £	Total 2024 £
Year to 31 March 2024			
Provision of dance services	3,328	-	3,328
	3,328	-	3,328

5 Income from other trading activities

	Unrestricted funds £	Restricted funds £	Total 2025 £
Year to 31 March 2025			
Events, commissions & venue hire	-	-	-
	-	-	-

	Unrestricted funds £	Restricted funds £	Total 2024 £
Year to 31 March 2024			
Events, commissions & venue hire	2,095	-	2,095
	2,095	-	2,095

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

6 Income from investments

	Unrestricted funds	Restricted funds	Total 2025
	£	£	£
Year to 31 March 2025			
Interest received	1,039	-	1,039
	1,039	-	1,039
	Unrestricted funds	Restricted funds	Total 2024
	£	£	£
Year to 31 March 2024			
Interest received	1,136	-	1,136
	1,136	-	1,136

7 Donated goods, facilities and services

Donated goods and services with an estimated value of £nil (2024: £nil) were received during the year, related to rent. Ludus relies on the contribution of unpaid volunteers to deliver its Programmes.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

8 Fundraising costs

	Unrestricted funds £	Restricted funds £	Total 2025 £
Year to 31 March 2025			
Staff and related costs	-	-	-
	-	-	-
Year to 31 March 2024			
Staff and related costs	83	-	83
	83	-	83

9 Analysis of Charitable Expenditure by type

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Staff costs	19,313	56,089	75,402	79,532
Direct costs	3,298	24,603	27,901	38,484
Support costs	38,771	2,338	41,109	41,899
	61,382	83,030	144,412	159,915

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

10 Support costs

	Total 2025 £	Total 2024 £
Premises	23,334	22,450
Communications	471	1,173
Information Technology	754	1,003
Insurance	2,464	783
Marketing	50	26
Professional expenses	7,376	9,573
Depreciation	2,907	3,234
Sundry expenses	3,753	3,657
	41,109	41,899

11 Operating Surplus/(Deficit) is stated after charging

	2025 £	2024 £
Depreciation on tangible fixed assets	2,907	3,234
Independent examination fee	2,563	2,100
	5,470	5,334

12 Staff Costs

	Note	2025 £	2024 £
Wages and salaries		68,638	71,533
Social security costs		5,944	6,404
Pension costs		820	1,595
	9	75,402	79,532

There were no employees (2024: none) who received emoluments (excluding employer pension costs) of more than £60,000.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

12 Staff Costs (continued)

The key management personnel of the Charity, comprise the Trustees and three interim directors, R Reoch, R Deadman, and S Barrow. The total employee benefits of the key management personnel of the charity were £33,546 (2024: £66,242). The key management personnel were reimbursed expenses totalling £2,812 (2024: £1,419) during the year.

The Charity Trustees were not paid or received any other benefits from employment with the Charity in the year (2024: £nil) neither were they reimbursed expenses during the year (2024: £nil). No charity Trustee received payment for professional or other services supplied to the Charity (2024: £nil).

The average monthly number of employees during the year was 3 (2024: 3). The Charity relies on support from unpaid volunteers in various parts of the charity.

Staff and volunteers average head count in the year

2025	2024
Number	Number
3	3
3	3

13 Defined contribution pension scheme

	Note	2025	2024
		£	£
Amount of contributions recognised in the SOFA as an expense	12	820	1,595

14 Related party transactions

There were no related party transactions requiring disclosure during the current or prior period.

15 Corporation tax

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

16 Tangible fixed assets

	Office Equipment £	Plant & Machinery £	Total £
Cost			
As at 1 April 2024	16,195	17,485	33,680
Additions	2,249	-	2,249
Disposals	-	-	-
As at 31 March 2025	18,444	17,485	35,929
Depreciation			
As at 1 April 2024	10,222	16,973	27,195
Charge for the year	2,738	169	2,907
Eliminated on disposal	-	-	-
As at 31 March 2025	12,960	17,142	30,102
Net book value			
As at 31 March 2025	5,484	343	5,827
As at 1 April 2024	5,973	512	6,485

17 Debtors falling due within 1 year

	2025 £	2024 £
Trade debtors	31,850	26,335
Prepayments and accrued income	2,047	2,514
Other debtors	-	1,600
	33,897	30,449

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

18 Creditors: amounts falling due within 1 year

	2025	2024
	£	£
Trade creditors	260	3,355
Social security and other taxes	3,719	-
Accruals and other creditors	3,685	3,640
	<hr/> 7,664 <hr/>	<hr/> 6,995 <hr/>

Deferred income comprises of grant money received at the year end for activities in the next financial year.

Deferred income:	2025	2024
	£	£
As at 1 April 2024	-	27,970
Released in the year	-	(27,970)
Additions in the year	-	-
As at 31 March 2025	<hr/> - <hr/>	<hr/> - <hr/>

19 Commitments under operating leases

In July 2024, the company entered into a new lease agreement that resulted in annual commitments under non-cancellable operating leases as set out below:

	2025	2024
	£	£
Operating leases which expire:		
Within 1 year	14,472	3,725
Within 2 to 5 years	20,502	-
	<hr/> 34,974 <hr/>	<hr/> 3,725 <hr/>

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

20 Analysis of movements in funds

Current year

	At 1 April 2024 £	Income £	Expenditure £	Transfers £	At 31 March 2025 £
Unrestricted reserves					
Designated fund	70,000	-	-	-	70,000
General funds	59,565	50,185	(61,382)	-	48,368
Total unrestricted reserves	129,565	50,185	(61,382)	-	118,368
Restricted reserves					
BBC Children in Need	-	9,988	(9,988)	-	-
UKSPF	-	66,313	(66,313)	-	-
LDCVS	-	1,000	(1,000)	-	-
Holiday Activity and Food	-	2,200	(2,200)	-	-
Edge Hill University	-	3,529	(3,529)	-	-
Total restricted reserves	-	83,030	(83,030)	-	-
Total reserves	129,565	133,215	(144,412)	-	118,368

Designated funds

The charity's designated fund represents a flexible relocation and capital expenditure target.

Restricted funds

The purpose of the funds carried forward are as follows:

Children in Need - Year two of a multi-year bid to deliver dance and film workshops to children and young people experiencing poor mental health.

UKSPF - 'Powering Up' is a community wellbeing project that responds to the identified 'cost of living crisis, centre vitality, community resilience and quality of life' challenges as outlined in the UKSPF Lancaster City Council supporting documents. The programme looks at contributing to the cultural offer/landscape of Lancaster and Morecambe District under the UKSPF Aims of 'Support for local arts, cultural, heritage and creative activities'.

LDCVS - This fund provides access support for our HAF programme delivery by funding a 1-1 support worker for a young person with physical access needs. By funding an additional 1-1 worker more access barriers can be removed resulting in more children and families benefiting from the programme.

Holiday Activity and Food - Funds to deliver a holiday provision programme for young people aged 7-11 exploring physical activity and healthy eating.

Edge Hill University - Contracted to contribute as a host organisation to the research of ARTS4US programme - a research initiative working together to scale up place-based arts initiatives that support the mental health of children and young people (CYP) 9-13. Funded by the Arts and Humanities Research Council (AHRC), part of UK Research and Innovation.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

20 Analysis of movements in funds (continued)

Prior Year

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
Unrestricted reserves					
Designated fund	70,000	-	-	-	70,000
General funds	73,871	71,545	(94,484)	8,633	59,565
Total unrestricted reserves	143,871	71,545	(94,484)	8,633	129,565
Restricted reserves					
Bounce Back	4,242	-	-	(4,242)	-
Occupied	-				-
Shifting Focus	1,500	-	-	(1,500)	-
Springforward	448	-	-	(448)	-
Yorkshire Dales Millennium Trust	83	-	-	(83)	-
LCC PHP	2,360	-	-	(2,360)	-
Arts Council England	-	56,819	(56,819)	-	-
UK Shared Prosperity Fund	-	8,695	(8,695)	-	-
Total restricted reserves	8,633	65,514	(65,514)	(8,633)	-
Total reserves	152,504	137,059	(159,998)	-	129,565

Restricted funds

The purpose of the funds carried forward are as follows:

Bounce back fund- Funding to deliver a dance programme for young people needing respite from family members who have a cancer diagnosis.

Shifting focus fund - Shifting Focus - planned as a two-day conference event to bring together integrated dance innovators and trailblazers from across the North West and national dance community.

Spring Forwards - Spring Forwards was a small internal fundraising programme based upon paid audiences attending a dance performance by children and young people. at Ludus Dance.

Yorkshire Dales Millennium Trust – Ludus Dance were commissioned to create a dance and film piece about the effects of plastic pollution.

LCC PHP – ‘The Alien Needs Our Help’ is a creative health and wellbeing programme, from Ludus Dance and More Music, commissioned by Lancaster City Council’s Public Protection, we are now offering it to primary schools across the district.

Art Council England - Transition Fund - Granted upon exiting the National Portfolio Organisation (NPO) funding as a transitional fund.

UK Shared Prosperity Fund - As part of the Levelling Up Agenda, granted by the government distributed by Lancaster City Council for culture across the district.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

21 Analysis of net assets between funds
Current year

	Unrestricted Funds £	Restricted Funds £	Total 2025 £
Fund balances at 31 March 2025 are represented by:			
Tangible fixed assets	5,827	-	5,827
Current assets	112,541	-	112,541
	<hr/> 118,368	<hr/> -	<hr/> 118,368 <hr/>

Prior year

	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Fund balances at 31 March 2024 are represented by:			
Tangible fixed assets	6,484	-	6,484
Current assets	123,081	-	123,081
	<hr/> 129,565	<hr/> -	<hr/> 129,565 <hr/>

LUDUS DANCE

England & Wales - Charity number 1144163

Accounts

Company registration No. 07729308 (England & Wales)

Charity No. 1144163

Ludus Dance

Company Limited by Guarantee

Trustees' Report and Financial Statements

For The Year Ended
31 March 2024



**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

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**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**CHARITY REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2024**

Registered charity name	Ludus Dance
Charity registration number	1144163
Company registration number	07729308
Registered office	The Storey Meeting House Lane Lancaster LA1 1TH
Trustees	F Tucker (appointed June 2023) S Mansfield E Payne L Jasper A Breed (appointed June 2024)
Secretary	R Deadman (resigned June 2024) R Reoch (appointed June 2024) S Barrow (appointed June 2024)
Independent Examiner	MHA Chartered Accountants 14 Mannin Way Lancaster Business Park Lancaster LA1 3SW

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2024**

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the financial statements for the year ending 31 March 2024, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

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

Trustees

The directors who served during the year were:

J Wareing (resigned December 2023)

S Mansfield

E Payne

L Jasper

F Tucker (appointed June 2023)

A Breed (appointed June 2024)

Secretary - R Deadman (resigned June 2024)

Secretary - R Reoch (appointed June 2024)

Secretary - S Barrow (appointed June 2024)

Independent Examiner - MHA (formerly known as MHA Moore & Smalley)

Introduction

Founded in 1975, Ludus Dance North West Dance in Education Ltd was constituted as a co-operative trading as Ludus Dance. In 2011/12 the company became a registered charity and company limited by guarantee.

Ludus brings the joy of dance to Children & Young People in Lancaster, Morecambe & the North. We strive to embed creative dance & wellbeing practices for those whom cultural opportunities are limited & the likelihood of a complex transition into adulthood is high.

We enable CYP & emerging dance artists to further develop their emotional connectivity & positive mindset and a methodology to live by - to empower them both in their movement & in their journey towards their future goals. We enable CYP to be present in their bodies & to build confidence alongside others - to encourage them to let go of self-criticism & real/perceived judgment of peers. As a result, they learn how to be accepting, curious & open to their own potential & that of others.

We have established long-term relationships with statutory partners, who have shared ambition in the development of young people, in schools, universities, local authorities, social & mental health services within the NHS. Alongside these partners, we proudly develop programmes that contribute to how dance can support to CYP to live healthier & happier lives, long term.

As we transition from away from the Arts Council NPO funding, we diversity our funding strategy with programmes designed to focus on widening our contribution within our local community and to centralise young people's voices in who and what Ludus Dance will become next.

LUDUS DANCE COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW) FOR THE YEAR ENDED 31 MARCH 2024

Structure, governance and management

Governance

Ludus Dance is a Registered Charity and Company Limited by Guarantee, incorporated on 4th August 2011. A Board of Directors controls the overall strategic direction of the organisation and ensures regulatory and legal compliance. Board members are recruited for the balance of skills that they can bring to the organisation. These are:

- Business planning
- Entrepreneurial skills
- HR
- Equality and Diversity
- Finance
- Fundraising
- Governance
- Education

The Board meets quarterly alongside subgroup meetings, which are developed alongside the developmental needs of the Charity, there are currently finance & policy review subgroups.

Staffing

Ludus Dance employs a core team to deliver projects and to develop the organisation's offer to ensure ongoing financial and operational sustainability. In 2023/4 Ludus Dance operated with the equivalent of 3 full time members of staff. This year 31 freelance artist positions were contracted for project delivery, to include investment in a senior fundraiser to support the senior team.

Over the last year, staff had the opportunity to attend a number of training programmes, including: Safeguarding, Chaperoning Children, Youth Mental Health First Aid and one CPD choreographic placement in Texas USA.

Charitable Objects

The company is established to:

Encourage and advance the appreciation of the art of dance and its associated art forms by the public particularly by providing opportunities for people to create, watch and take part in dance predominantly but not exclusively in the North West of England.

These objects are supported by the core organisational mission of Ludus Dance: - To inspire, engage and empower through dance.

Ludus Dance's values are:

- Collaboration
- Innovation
- Authenticity

The charitable objects, organisational mission and values provide the framework for all of the activities of Ludus Dance. These are articulated through the vision.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2024**

Charitable Objects (continued)

The vision is of a world where everyone has the right and ability to access high quality dance experiences produced to the highest standard leading to a lifelong engagement in the arts. This vision centres on the essential aims of:

- **Cultural Engagement and Progression** A connected offer, targeting communities and individuals in areas where the arts are under-represented. Adopting a needs led approach, maximizing potential to help young people develop life skills.
- **Artistic Excellence in Production** High quality facilitation to amplify the youth voice through practice and training.
- **Diverse People and Practices** Co-creating socially, culturally, politically and environmentally relevant work that belongs to everyone.
- **Financial Rigour** Stable and ethically driven.
- **Operational Rigor** Robust systems, processes, staffing and policies in place to underpin all aspects of delivery and development.

To deliver our mission, vision and core aims, activity has been split across six core strands:

- Inclusion
- Artist Development
- Cultural Education and Heritage
- Youth Dance and Talent Development
- Studio Programme
- Central Events

23/24 prioritises:

- To consolidate what Ludus Dance is & how their practice/delivery is of the highest quality and effectiveness for young people, in a provable way, established partners/funders & to potential partners/funders.
- To streamline current charitable activity to reduce expenditure and consolidate outputs, through aligning projects, enabling a sustainable business model.
- To create 'crossover' within our programmes - reducing the size/merge some projects without losing them, or their meaning, and if fact open them up for ease of transition for young people between difference routes through Ludus Dance. For example, LYDC & LUL transitioned into a devising intensive, with dance & lighting techniques, becoming a creative piece built in house supported the Co-CEO's, by young people and emerging dance artists.
- To expand paid work placements for our emerging artists, to regrow our essential freelance bank of staff, and to increase flexibility and opportunities for the freelance ecology post Covid.
- Restructure staffing – to reduce expenditure by 25% from March 2024 on core team) creating a small, secure and resilient staff team who can nurture emerging artists nad freelancers via work placements nad training opportunities.
- Prioritise projects that can be run at full cost recovery and be covered by a funder (with a confirmed agreement in place), such as our long term HAF programme.
- Follow on our success of the Alien programme in schools with individually designed schools packages that fall within our environmental Solar theme in relation to concept and delivery.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2024**

Charitable Objects (continued)

- Diversification of funders
- With our new senior fundraiser (freelance) Martina Murphy, we focus in the first instance on exploring possibilities within the funding landscape in the areas of Dance, Art, Health and Education within the arenas of trusts and foundations, university research, and government backed schemes (eg councils). We have focussed on the long term issues affecting young people to consider how these may impact them and which funders are aligned with our priorities to support them in an ever-changing world. These are funders who understand concepts of social justice, crisis in mental health & the environment, & what the future looks like through a young person's eyes.
- Further develop qualitative and quantitative methodologies which demonstrate the value and impact of Ludus Dance's creative practice, in partnership with academic researchers, building long term, meaningful relationships.
- We have invested CEO time into developing these partnerships with universities to secure funding for long term investigation and evaluation of the benefits of our work. We are part of 2 x large scale investigations within Lancashire and the North West at the close of the 2024 financial year.
- Visibility Invest in the visibility of our charity through housing all activity under one roof in a larger, more prominent space at our home in The Storey (reducing our costs in hiring venues and establishing a sense of home for the children, young people & families we work with).
- Our regular programmes have all run from our home in the Storey, which offers a familiar base within a council-owned Arts building. This offers security, opportunity regarding meeting other tenants and colleagues who utilise the building, and an affordable, accessible, central location for CYP, artists and staff to feel at home.

Public benefit

In setting Ludus Dance policies, the Board gives consideration to the guidance issued by the Charities Commission regarding the provision of public benefit. Ludus Dance achieves public benefit by delivering its charitable objectives in a number of ways:

- The provision of free and/or subsidised workshops and projects which contribute directly to the social, physical and mental health and wellbeing of children and young people
- The provision of paid work for freelance dance artists based in the North West, thus supporting and developing the sector and local economy
- The co-production of dance performances, small festivals and other events to bring communities together, reduce isolation and share intergenerational experiences
- Partnership working to develop robust arts programmes that engage local communities, especially those with limited access to cultural provision
- Targeted career support, mentoring and guidance for emerging dance artists to sustain the regional dance ecology and raise aspirations
- Fostering a culture of celebration, providing activity that creates pride in place, belonging and civic responsibility.

.Trustees

No remuneration is paid to any Trustee for their services as a trustee, nor did any trustee have a material interest in any of the charity's contracts during the year.

LUDUS DANCE COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW) FOR THE YEAR ENDED 31 MARCH 2024

Induction and training of Trustees

Board members are selected based upon their professional skills to complement those of existing Board members and to ensure a range of different voices and backgrounds shape the organisation. Induction includes meetings with the CEO and the Board, receiving copies of policies, business plans and accounts and attending Board meetings prior to appointment. New trustees also receive a Trustee welcome pack.

Share Capital

The charity is limited by guarantee and as such does not have a share capital.

Risk management

The Trustees and staff of Ludus Dance conduct a quarterly review of the major risks to which the charity is exposed, and systems established to mitigate them are laid down by a written risk assessment strategy as appropriate to current circumstances. The strategy specifies actions to be taken to guard against a variety of risks with potential to impact on funding or activity. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and projects and ensuring consistently high quality of delivery. These procedures are regularly reviewed and updated as necessary.

External partners

The organisation's principal investors in 2023/4 were:

- Arts Council England (ACE) Transition Fund
- Lancaster City Council
- Children in Need

Contribution of volunteers

The Charity is supported by highly experienced and dedicated Volunteer Board Members as well as a small number of additional volunteers who support the organisation more generally. Ludus Dance is keen to develop further volunteering opportunities across the business as we recognise the value of this reciprocal exchange. This year 16 volunteer positions were fulfilled, these helped support several dance projects, events and classes.

Financial review, achievement and performance

The total income for the year was £137,059 comprising restricted funds (£65,514) and unrestricted funds (£71,545).

Ludus Dance received approximately 50% of its income through core grants from Arts Council England Transition Fund (ACE) and 50% Lancaster City Council Levelling UP funding to develop and deliver a rich programme of activity for young people in our local community. This was supplemented by additional restricted grants and earned income vital for the viability of the organisation. Successful diversification of income has meant that the organisation remains stable post the planned withdraw of the ACE NPO funding.

A financial review on expenditure was undertaken in-light of ACE's core funding support period coming to a planned end. To ensure a more economical and environmentally responsible delivery model, Ludus has continued to utilise its large dance studio office space in The Storey to house its front facing dance programme as well as it's back-office. This dramatically reduced the expenditure of additional room hire and served as visual marketing tool, thanks to the new room being in a prominent, publicly visible space and has been financially successful and reduced pressure on the Co-CEOs and trustees by allowing room to embed into the new structure

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2024**

Financial review (continued)

In terms of assessing our risks, throughout 2023/24 Ludus Dance continued to make progress through further scrutinising our mission, aims and outcomes. With the ending of core ACE funding, alternative core funders have been investigated and applications are being made in regards to our established role within health and education outcomes for young people. In addition, in-roads have been made with university partners in relation to health research, with paid multi-year relationships with multi-university research programmes looking likely for 24-25.

Main areas of difficulty include:

- Funding pressure continues for us as a small charity – especially as we move away from the Arts Council – thus 2 to 3 mid-sized multi-year funders continue to be our aim in order to spread financial risks rather than rely on one funder, to minimise immediate pressures, and to offer staff job security.
- Continued pressure on the team brought about by a reduction in staff capacity, although this has improved since we have worked hard to increase of our freelance bank of staff as back up and offering some flexibility to core staff if requiring leave etc.
- Some continued high turnover of attendees to face to face classes & workshops as a result of the impact on people's long-term health and habits post-pandemic. However this has improved considerably since year 22/23.
- General impact on our families, brought about by the post-Covid/Cost-of-Living crisis, has generally reduced both the time and energy of parents and young people to attend extra-curricular activities outside of school hours.
- General reduction in investment in the arts nationally – to include a shifting agenda from the Arts Council and the knock-on effects of this on the number of applications to the Trusts and Foundations that we are moving towards.

Reserves policy

As of 31st March 2024, the unrestricted reserves stood at £129,565. Free reserves are calculated by deducting the restricted reserves and fixed asset values from total reserves. At the year end this stood at £123,080 (2023: £138,800).

The agreed target for unrestricted reserves at Ludus Dance will continue to be to three months' running costs. The board are confident that running at three months would provide continuity of services to its beneficiaries, whilst fulfilling obligations towards employees and funders. Remaining unrestricted reserves will be designated for relocation, as a match for capital investment and unplanned closure. This reserves policy and the analysis of income and expenditure is reviewed on an annual basis. However, in light of current circumstances regarding the Coronavirus pandemic, the board will be closely monitoring reserves in response to the organisational impact of the funding landscape post Covid-19, the Cost of Living Crisis, and political shifts (and the financial investment in the arts).

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2024**

Plans for the future

Ludus Dance are continuing to find ways to streamline activity, reduce overheads and find alternate income streams. During 2023/24 the charity continued to embed its new business plan, focussing our work on delivering dance programmes that support children & young people experiencing poor mental health to emerge healthier and happier; and this area remains a key focus for the Charity in 2024/25.

Researching climate anxiety became a central goal for 2023/24 at a strategic level, and young people told us that this one key area that impacted them and produced negative thoughts and feelings. It will be placed centrally within our organisation's ambitions to address, and we are seeking a large-scale project with Lancaster University and other local partners in order to do so in 2024/25. Research this far is showing us that potential funders are placing the climate emergency at the centre of their goals, which we believe we help us secure long-term funding from a number of sources.

Alongside, we seek to tackle this issue head on by working creatively with children and young people on both environmental themes and their ability to create positive change, so that they learn of their individual and collective potential impact, within their dancing, their everyday lives, and alongside their audiences to whom they can demonstrating this ethos through performance. Our work will always strive to empower children and young people to experience a healthy and hopeful world, and how they can make informed environmentally responsible choices.

Equal Opportunities

The charity is committed to equal opportunities at all levels and has a Single Equality and Diversity Policy and Action Plan which supports the promotion of equal opportunities.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2024**

Responsibilities of the Trustees

The Trustees (who are also the directors of Ludus Dance for the purposes of Company Law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and regulations.

Company Law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and Applicable Law). 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 the affairs of the charitable company and the income and expenditure of the charitable company for the year.

In preparing these financial statements, the council members are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Signed on behalf of the Board of Trustees



**R Reoch
Company Secretary**

December 23, 2024
.....

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF LUDUS DANCE
FOR THE YEAR ENDED 31 MARCH 2024**

I report on the accounts of the company for the year ended 31 March 2024 which are set out on pages 11 to 26.

Responsibilities and basis of report

As the charity 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 company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

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.



Jack Steer BA (Hons) ACA
MHA
Chartered Accountants
14 Mannin Way
Lancaster Business Park
Lancaster
LA1 3SW

December 23, 2024
.....

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024**

		Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	3	64,986	65,514	130,500	167,803
Charitable activities	4	3,328	-	3,328	8,419
Other trading activities	5	2,095	-	2,095	2,041
Other incoming resources	6	1,136	-	1,136	370
Total		71,545	65,514	137,059	178,633
Expenditure on:					
Raising funds	8	83	-	83	410
Charitable activities	9	94,401	65,514	159,915	158,813
Total		94,484	65,514	159,998	159,223
Net income/(expenditure)		(22,939)	-	(22,939)	19,410
Transfers between funds		8,633	(8,633)	-	-
Net movement in funds		(14,306)	(8,633)	(22,939)	19,410
Reconciliation of funds:					
Total funds brought forward		143,871	8,633	152,504	133,094
Total funds carried forward	21	129,565	-	129,565	152,504

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The notes on pages 13 to 26 form part of these financial statements.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

BALANCE SHEET

AS AT 31 MARCH 2024

		2024		2023	
		£	£	£	£
Fixed assets					
Tangible fixed assets	16	6,485		5,071	
			6,485		5,071
Current assets					
Debtors	17	30,449		62,049	
Cash at bank and in hand		99,626		141,605	
		130,075		203,654	
Creditors: amounts falling due within one year	18	(6,995)		(56,221)	
Net current assets			123,080		147,433
Total assets less current liabilities			123,080		147,433
Net assets			129,565		152,504
Funds:					
Restricted funds			-		8,633
General funds			59,565		73,871
Designated funds			70,000		70,000
Total funds	21		129,565		152,504

The financial statements have been prepared in accordance with the provisions for small entities.

For the year ended 31 March 2024 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' responsibilities:

The trustees have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and the trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts were approved by the members of the council and authorised for issue on the
December 23, 2024

..... and are signed on their behalf by:

S Mansfield

.....
S Mansfield
Chair of Trustees
Company Registration Number: 07729308

The notes on pages 13 to 26 form part of these financial statements.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE****NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024**

1 Accounting policies**Legal form**

The charity constitutes a limited company, limited by guarantee as defined by the Companies Act 2006, incorporated in England and Wales. The address of the charity, the nature of its operations and its principal activities are all detailed in the Trustees' report and charity administrative details pages in these financial statements.

Basis of accounting

The charity constitutes a public benefit entity as defined by FRS102. The financial statements have been prepared in accordance with the accounting policies set out in note to the accounts and comply with the charity's governing document, the Charities Act 2011 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).

The financial statements have been prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Preparation of the accounts on a going concern basis

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operating existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Taxation

The charity is recognised by the Inland Revenue as a UK Charity and is entitled to exemptions from corporation tax.

Income

All income is recognised in the Statement of Financial Activities (SOFA) when the Charity is legally entitled to the income and the amount can be quantified with reasonable certainty. No income is shown net of expenditure.

Voluntary income is received by way of grants, donations and gifts and is included in the SOFA when receivable. Grants, where entitled is not conditional on delivery of specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.

Investment income is recognised when receivable.

Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably.

Support costs are those which assist the work of the charity but do not directly represent charitable activities and include office costs and governance costs. They are incurred directly to support the objectives of the charity.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE****NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

1 Accounting policies (continued)**Tangible fixed assets**

Fixed assets including equipment, fixtures and fittings are recorded at cost less accumulated depreciation. Depreciation is provided at the following annual rates in order to write the cost of assets off over their estimated useful lives using the reducing balance method:-

Equipment, fixtures and fittings - 20%-33% straight line

Debtors and creditors

Debtors and creditors with no stated interest rate and receivable and payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Cash and cash equivalents

Cash held by the charity includes amounts held on call at banks.

Accumulated funds

The Charity has three distinct types of fund: Unrestricted, or general, funds arising from the accumulated surplus from its various activities. Restricted funds represent balances to be spent on particular activities as specified by the donor. Designated funds, included within unrestricted funds, are those set aside by the Board of Trustees for a specific purpose.

Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Financial assets are assessed for indicators of impairment at each reporting end date.

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

1 Accounting policies (continued)

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Financial liabilities classified as payable within one year are not amortised. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

2 Judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Key assumptions, judgements and estimates

In the opinion of the Trustees' there have been no significant judgements made in the process of applying the above accounting policies.

There have been no key assumptions concerning future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

3 Income from donations and legacies

	Unrestricted funds	Restricted funds	Total 2024
Year to 31 March 2024	£	£	£
Arts Council England: NPO	-	56,819	56,819
LCC Arts	13,400	-	13,400
Westminster Foundation	1,000	-	1,000
BBC Children in Need	9,898	-	9,898
Lancaster City Council	21,461	-	21,461
DCNW	1,700	-	1,700
UKSPF	2,490	8,695	11,185
LDCVS	2,000	-	2,000
Holiday Activity and Food Donations	12,590 447	-	12,590 447
	64,986	65,514	130,500

	Unrestricted funds	Restricted funds	Total 2023
Year to 31 March 2023	£	£	£
Arts Council England: NPO	97,404	-	97,404
BBC Children in Need	500	9,809	10,309
Lancaster City Council	-	40,716	40,716
Lancaster City Council (in kind)	13,100	-	13,100
Donations	124	-	124
More Music	-	900	900
Neighbourhood Grant	-	3,000	3,000
DCNW	-	1,750	1,750
Tesco Community Grant	500	-	500
	111,628	56,175	167,803

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

4 Income from charitable activities

	Unrestricted funds £	Restricted funds £	Total 2024 £
Year to 31 March 2024			
Provision of dance services	3,328	-	3,328
	3,328	-	3,328

	Unrestricted funds £	Restricted funds £	Total 2023 £
Year to 31 March 2023			
Provision of dance services	8,419	-	8,419
	8,419	-	8,419

5 Income from other trading activities

	Unrestricted funds £	Restricted funds £	Total 2024 £
Year to 31 March 2024			
Events, commisions & venue hire	2,095	-	2,095
	2,095	-	2,095

	Unrestricted funds £	Restricted funds £	Total 2023 £
Year to 31 March 2023			
Events, commisions & venue hire	2,041	-	2,041
	2,041	-	2,041

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

6 Other incoming resources

	Unrestricted funds	Restricted funds	Total 2024
	£	£	£
Year to 31 March 2024			
Interest received	1,136	-	1,136
	1,136	-	1,136
Year to 31 March 2023			
Interest received	370	-	370
	370	-	370

7 Donated goods, facilities and services

Donated goods and services with an estimated value of £nil (2023: £nil) were received during the year, related to rent. Ludus relies on the contribution of unpaid volunteers to deliver its Programmes.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

8 Fundraising costs

	Unrestricted funds £	Restricted funds £	Total 2024 £
Year to 31 March 2024			
Staff and related costs	83	-	83
	83	-	83

	Unrestricted funds £	Restricted funds £	Total 2023 £
Year to 31 March 2023			
Staff and related costs	410	-	410
	410	-	410

9 Analysis of Charitable Expenditure by type

	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
Staff costs	41,932	37,600	79,532	96,287
Direct costs	10,570	27,914	38,484	33,768
Support costs	41,899	-	41,899	28,758
	94,401	65,514	159,915	158,813

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

10 Support costs

	Total 2024 £	Total 2023 £
Premises	22,450	14,949
Communications	1,173	770
Information Technology	1,003	497
Insurance	783	3,640
Marketing	26	503
Professional expenses	9,573	5,218
Depreciation	3,234	2,526
Sundry expenses	3,657	655
	41,899	28,758

11 Operating Surplus/(Deficit) is stated after charging

	2024 £	2023 £
Depreciation on tangible fixed assets	3,234	2,526
Independent examination fee	2,100	1,848
	5,334	4,374

12 Staff Costs

	Note	2024 £	2023 £
Wages and salaries		71,533	92,540
Social security costs		6,404	1,880
Pension costs		1,595	1,867
	9	79,532	96,287

There were no employees (2023: none) who received emoluments (excluding employer pension costs) of more than £60,000.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

12 Staff Costs (continued)

The key management personnel of the Charity, comprise the Trustees and two interim directors, R Reoch and R Deadman. The total employee benefits of the key management personnel of the charity were £66,242 (2023: £27,355). The key management personnel were reimbursed expenses totalling £1,419 (2023: £55) during the year.

The Charity Trustees were not paid or received any other benefits from employment with the Charity in the year (2023: £nil) neither were they reimbursed expenses during the year (2023: £nil). No charity Trustee received payment for professional or other services supplied to the Charity (2023: £nil).

The average monthly number of employees during the year was 3 (2023: 6). The Charity relies on support from unpaid volunteers in various parts of the charity.

Staff and volunteers average head count in the year		2024	2023
		Number	Number
The parts of the charity in which the employees work	Fundraising	-	1
	Charitable Activities	3	4
	Governance	-	1
Total		<u><u>3</u></u>	<u><u>6</u></u>

13 Defined contribution pension scheme

	Note	2024	2023
		£	£
Amount of contributions recognised in the SOFA as an expense	12	<u><u>1,595</u></u>	1,867

14 Related party transactions

There were no related party transactions requiring disclosure during the current or prior period.

15 Corporation tax

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

16 Tangible fixed assets

	Office Equipment £	Plant & Machinery £	Total £
Cost			
As at 1 April 2023	11,547	17,485	29,032
Additions	4,648	-	4,648
Disposals	-	-	-
As at 31 March 2024	16,195	17,485	33,680
Depreciation			
As at 1 April 2023	7,241	16,720	23,961
Charge for the year	2,981	253	3,234
Eliminated on disposal	-	-	-
As at 31 March 2024	10,222	16,973	27,195
Net book value			
As at 31 March 2024	5,973	512	6,485
As at 1 April 2023	4,306	765	5,071

17 Debtors falling due within 1 year

	2024 £	2023 £
Trade debtors	26,335	49,740
Prepayments and accrued income	2,514	12,309
Other debtors	1,600	-
	30,449	62,049

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

18 Creditors: amounts falling due within 1 year

	2024	2023
	£	£
Trade creditors	3,355	19,530
Social security and other taxes	-	5,348
Accruals and deferred income	3,640	31,343
	6,995	56,221

Deferred income:	2024	2023
	£	£
As at 1 April 2023	27,970	-
Released in the year	(27,970)	-
Additions in the year	-	27,970
As at 31 March 2024	-	27,970

Deferred income comprises of grant money received at the year end for activities in the next financial year.

19 Commitments under operating leases

In January 2022, the company entered into a new lease agreement that resulted in annual commitments under non-cancellable operating leases as set out below:

	2024	2023
	£	£
Operating leases which expire:		
Within 1 year	3,725	6,638
Within 2 to 5 years	-	3,725
	3,725	10,363

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

20 Analysis of movements in funds

Current year

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
Unrestricted reserves					
Designated fund	70,000	-	-	-	70,000
General funds	73,871	71,545	(94,484)	8,633	59,565
Total unrestricted reserves	143,871	71,545	(94,484)	8,633	129,565
Restricted reserves					
Bounce Back	4,242	-	-	(4,242)	-
Shifting Focus	1,500	-	-	(1,500)	-
Springforward	448	-	-	(448)	-
Yorkshire Dales Millennium Trust	83	-	-	(83)	-
LCC PHP	2,360	-	-	(2,360)	-
Arts Council England	-	56,819	(56,819)	-	-
UK Shared Prosperity Fund	-	8,695	(8,695)	-	-
Total restricted reserves	8,633	65,514	(65,514)	(8,633)	-
Total reserves	152,504	137,059	(159,998)	-	129,565

Designated funds

The charity's designated fund represents a flexible relocation and capital target expenditure target.

Restricted funds

The purpose of the funds carried forward are as follows:

Art Council England - Transition Fund - Granted upon exiting the National Portfolio Organisation (NPO) funding as a transitional fund.

UK Shared Prosperity Fund - As part of the Levelling Up Agenda, granted by the government distributed by Lancaster City Council for culture across the district.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

20 Analysis of movements in funds (continued)

Prior Year

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
Unrestricted reserves					
Designated fund	70,000	-	-	-	70,000
General funds	47,314	122,458	(95,901)	-	73,871
Total unrestricted reserves	117,314	122,458	(95,901)	-	143,871
Restricted reserves					
Bounce Back	4,242	-	-	-	4,242
BBC Children in Need	-	9,809	(9,809)	-	-
Shifting Focus	1,500	-	-	-	1,500
Springforward	448	-	-	-	448
Yorkshire Dales Millennium Trust	83	-	-	-	83
LCC PHP	2,360	40,716	(40,716)	-	2,360
Lancaster & Morecambe College K	7,147	-	(7,147)	-	-
More Music	-	900	(900)	-	-
Neighbourhood Grant	-	3,000	(3,000)	-	-
DCNW	-	1,750	(1,750)	-	-
Total restricted reserves	15,780	56,175	(63,322)	-	8,633
Total reserves	133,094	178,633	(159,223)	-	152,504

Restricted funds

The purpose of the funds carried forward are as follows:

Bounce back fund- Funding to deliver a dance programme for young people needing respite from family members who have a cancer diagnosis.

Shifting focus fund - Shifting Focus - planned as a two-day conference event to bring together integrated dance innovators and trailblazers from across the North West and national dance community.

Spring forward - Spring Forwards was a small internal fundraising programme based upon paid audiences attending a dance performance by children and young people. at Ludus Dance.

Yorkshire Dales Millennium Trust – Ludus Dance were commissioned to create a dance and film piece about the effects of plastic pollution.

LCC PHP – ‘The Alien Needs Our Help’ is a creative health and wellbeing programme, from Ludus Dance and More Music, commissioned by Lancaster City Council’s Public Protection, we are now offering it to primary schools across the district.

L&M College Kickstart fund – Kickstarter grants were made available from the DWP to support young people aged 18 - 25 and engaged with national job centres into 6-months of employment.

More Music - This is 50% contribution towards the payment of filmmaker to create a documentary for our shared project, The Alien Needs our Help.

Neighbourhood Grant - A grant to provide summer dance activities to children living on the Ryelands Estate in Lancaster.

DCNW - A grant to undertake research into the feasibility of a digital/live hybrid youth dance event for the NW

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

20 Analysis of movements in funds (continued)

Children in Need - Year one of a multi-year bid to deliver dance and film workshops to children and young people experiencing poor mental health.

21 Analysis of net assets between funds

Current year

	Unrestricted Funds	Restricted Funds	Total 2024
	£	£	£
Fund balances at 31 March 2024 are represented by:			
Tangible fixed assets	6,484	-	6,484
Current assets	123,081	-	123,081
	<hr/>	<hr/>	<hr/>
	129,565	-	129,565
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Prior year

	Unrestricted Funds	Restricted Funds	Total 2023
	£	£	£
Fund balances at 31 March 2023 are represented by:			
Tangible fixed assets	5,071	-	5,071
Current assets	138,800	8,633	147,433
	<hr/>	<hr/>	<hr/>
	143,871	8,633	152,504
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

LUDUS DANCE

England & Wales - Charity number 1144163

Accounts

Reply to: Rachel Pickup
Our ref: LUD400/JMC/RP/AA

18 December 2023

Ms R Deadman
Ludus Dance
rachel.deadman@ludusdance.org
serenaemansfield@gmail.com

Moore and Smalley LLP
Kendal House
Murley Moss Business Village
Oxenholme Road
Kendal
LA9 7RL

T: 01539 729727
mooreandsmalley.co.uk

Dear Rachel

Accounts for the Year Ended 31 March 2023

Please find attached the following documents for your formal approval.

- 1 A copy of the full accounts for the year ended 31 March 2023, would you please sign the Trustees' Report and the Balance sheet statement, as indicated.
- 2 An unsigned copy of a Letter of Representation. This draft letter, addressed to ourselves, confirms in writing various aspects of the accounts preparation for which we needed to rely on yourselves for the relevant accounts preparation evidence, please sign as indicated

Finally, I attach our fee account and I look forward to receiving your payment in due course.

Please do not hesitate to contact me if you have any queries about any of the attached or if I can be of any further assistance.

Yours sincerely

Rachel Pickup

Rachel Pickup
Manager – Accounting and Advisory
Rachel.pickup@mooreandsmalley.co.uk

Company registration No. 07729308 (England & Wales)

Charity No. 1144163

Ludus Dance

Company Limited by Guarantee

Trustees' Report and Financial Statements

For The Year Ended
31 March 2023



**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

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**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**CHARITY REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2023**

Registered charity name	Ludus Dance
Charity registration number	1144163
Company registration number	07729308
Registered office	The Storey Meeting House Lane Lancaster LA1 1TH
Trustees	J Wareing S Mansfield E Payne L Jasper
Secretary	R Deadman
Independent Examiner	MHA Moore and Smalley Chartered Accountants Priory Close St Mary's Gate Lancaster Lancashire LA1 1XB

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2023**

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the financial statements for the year ending 31 March 2023, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

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

Trustees

The directors who served during the year were:

J Wareing
S Mansfield
H Machell (resigned 14 December 2022)
A Dangerfield (resigned 16 January 2023)
E Payne
L Jasper (appointed 4 May 2022)
Secretary - R Deadman (appointed 21 July 2021)
Independent Examiner - MHA Moore & Smalley

Introduction

Founded in 1975, Ludus Dance North West Dance in Education Ltd was constituted as a co-operative trading as Ludus Dance. In 2011/12 the company became a registered charity and company limited by guarantee.

Ludus brings the joy of dance to Children & Young People in Lancaster & across Lancashire, to embed creative dance and wellbeing practices where cultural opportunities are limited & demand for statutory services is high. As an NPO of Arts Council England in 2022-23, our programmes are designed to contribute to changing the national/regional landscapes of who gets to participate, progress in dance & become creative leaders of the future.

We create pathways of engagement, to widen accessibility for people to continue making, performing and/or experiencing dance for:

- Children and Young People (audiences/participants)
- Dance Artists and Creatives (workforce)
- Members of the Public (audiences/participants)

We commission dance artists with wide ranging movement styles whose approach to practice is grounded in mindfulness and awareness. These enable CYP to be present in their bodies and with others, so that they might let go of self-criticism, judgment of peers & as a result learn how to be accepting, curious & open to their own potential & that of others. We have established long-term relationships with statutory partners, with shared ambition, in education, local authorities, social & mental health services within the NHS. Through these we develop programmes that contribute to how

Dance can be part of the solution to support CYP to live healthier & happier lives.

With the success of the Arts Council England National Portfolio Organisation (NPO) application in 2017, a four-year business plan and suite of strategy documents were developed. The programme of activity constituted six core strands of work and was designed to drive targeted delivery, financial investment and stakeholder/partnership development.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2023

Structure, governance and management

Governance

Ludus Dance is a Registered Charity and Company Limited by Guarantee, incorporated on 4th August 2011. A Board of Directors controls the overall strategic direction of the organisation and ensures regulatory and legal compliance. Board members are recruited for the balance of skills that they can bring to the organisation. These are:

- Business planning
- Entrepreneurial skills
- HR
- Equality and Diversity
- Finance
- Fundraising
- Governance
- Education

The Board meets quarterly alongside subgroup meetings, which are developed alongside the developmental needs of the Charity, there are currently finance & policy review subgroups.

Staffing

Ludus Dance employs a core team to deliver projects and to develop the organisation's offer to ensure ongoing financial and operational sustainability. In 2022/23, Ludus Dance operated with the equivalent of 4 full time members of staff.

Over the last year, staff had the opportunity to attend a number of training programmes, including: Safeguarding, Chaperoning Children, Adapting to Motherhood as a Dancer, Youth Mental Health First Aid, Governance Now and Marketing for Small Businesses.

External Human Resource Company Elcons were retained in 2022/23 to support senior staff and Trustees as appropriate.

This year 31 freelance artist positions were contracted for project delivery.

Charitable Objects

The company is established to:

Encourage and advance the appreciation of the art of dance and its associated art forms by the public particularly by providing opportunities for people to create, watch and take part in dance predominantly but not exclusively in the North West of England.

These objects are supported by the core organisational mission of Ludus Dance: - To inspire, engage and empower through dance.

Ludus Dance's values are:

- Collaboration
- Innovation
- Authenticity

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2023

The charitable objects, organisational mission and values provide the framework for all of the activities of Ludus Dance. These are articulated through the vision.

The vision is of a world where everyone has the right and ability to access high quality dance experiences produced to the highest standard leading to a lifelong engagement in the arts. This vision centres on the essential aims of:

- **Cultural Engagement and Progression** A connected offer, targeting communities and individuals in areas where the arts are under-represented. Adopting a needs led approach, maximizing potential to help young people develop life skills.
- **Artistic Excellence in Production** High quality facilitation to amplify the youth voice through practice and training.
- **Diverse People and Practices** Co-creating socially, culturally, politically and environmentally relevant work that belongs to everyone.
- **Financial Rigour** Stable and ethically driven.
- **Operational Rigor** Robust systems, processes, staffing and policies in place to underpin all aspects of delivery and development.

To deliver our mission, vision and core aims, activity has been split across six core strands:

- Inclusion
- Artist Development
- Cultural Education and Heritage
- Youth Dance and Talent Development
- Studio Programme
- Central Events

As part of an organisational restructure, caused by the unexpected departure of the CEO in the first quarter of 2021, the appointed Interim-Senior Leadership Team worked with the trustees to analyse the 6 core strands. Using Arts Council England's supporting transitional documents, designed to guide NPOs towards the next NPO investment period 2023-26, an analysis was undertaken. Where the current strands were successful in enabling Ludus to secure NPO investment in 2018, both the micro & macro landscape of Ludus Dance had shifted considerably. Largely due to the change in SLT and organisational restructure alongside the shifting needs of our clients, partners, workers & funders due to the impact of the global pandemic.

One such change was Arts Council England, Ludus' primary funder, who invited all current NPO holders to apply for a year-long extension to their current funding agreement in light of the challenges caused to business delivery by Covid-19. To secure further investment Ludus Dance successfully wrote a new one-year business plan, the key purpose of which was to outline:

- how the charity was responding to the pandemic (financial & structural)
- any significant changes affecting the business as a result of the pandemic
- the direction of travel for Ludus Dance in regards Arts Council England's defined Outcomes and Investment Principles, as per the national cultural strategy: Let's Create

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2023**

The new business planning document did not remove any of the 6 core strands but brought them together. The following strands are how Ludus delivered its mission, vision & core aims throughout 2021/22 and 2022/23:

- Workforce Development:
Supporting emerging, developing & established artists to realise creative potential
- CYP Dance Development:
Working in consultation to embed dance as a wellbeing tool for CYP where need is high & opportunity underdeveloped
- Live & Digital Performance:
Commissioning & Producing accessible dance events (live and digital)

Public benefit

In setting Ludus Dance policies, the Board gives consideration to the guidance issued by the Charities Commission regarding the provision of public benefit. Ludus Dance achieves public benefit by delivering its charitable objectives in a number of ways:

- The provision of free and/or subsidised workshops and projects which contribute directly to the social, physical and mental health and wellbeing of children and young people
- The provision of paid work for freelance dance artists based in the North West, thus supporting and developing the sector and local economy
- The co-production of dance performances, small festivals and other events to bring communities together, reduce isolation and share intergenerational experiences
- Partnership working to develop robust arts programmes that engage local communities, especially those with limited access to cultural provision
- Targeted career support, mentoring and guidance for emerging dance artists to sustain the regional dance ecology and raise aspirations
- Fostering a culture of celebration, providing activity that creates pride in place, belonging and civic responsibility.

.Trustees

No remuneration is paid to any Trustee for their services as a trustee, nor did any trustee have a material interest in any of the charity's contracts during the year.

Induction and training of Trustees

Board members are selected based upon their professional skills to complement those of existing Board members and to ensure a range of different voices and backgrounds shape the organisation. Induction includes meetings with the CEO and the Board, receiving copies of policies, business plans and accounts and attending Board meetings prior to appointment. New trustees also receive a Trustee welcome pack.

Share Capital

The charity is limited by guarantee and as such does not have a share capital.

Risk management

The Trustees and staff of Ludus Dance conduct a quarterly review of the major risks to which the charity is exposed, and systems established to mitigate them are laid down by a written risk assessment strategy as appropriate to current circumstances. The strategy specifies actions to be taken to guard against a variety of risks with potential to impact on funding or activity. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and projects and ensuring consistently high quality of delivery. These procedures are regularly reviewed and updated as necessary.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2023**

External partners

The organisation's principal investors in 2022-23 were:

- Arts Council England (ACE)
- Lancaster City Council
- Francis C Scott Charitable Trust

Contribution of volunteers

The Charity is supported by highly experienced and dedicated Volunteer Board Members as well as a small number of additional volunteers who support the organisation more generally. Ludus Dance is keen to develop further volunteering opportunities across the business as we recognise the value of this reciprocal exchange. This year 16 volunteer positions were fulfilled, these helped support several dance projects, events and classes.

Achievements and performance of the Charity during the year

Highlights from our 2022-23 programme of activity:

- 1823 individual Children and Young People attended a total of 259 Dance Sessions.
- 31 dance artists and creatives fulfilled 144 contracts totalling 109 days of work over the year.
- 875 Children and Young People performed to 6053 audience members in schools, on stage and outdoors.
- Piloted Big Up North as a digital dance platform and commissioned Popular Dance Academic Researcher Dr. Laura Robinson to test the feasibility of Ludus Dance to explore what a digital home for youth dance might look like.
- LYDC's dance performance WeRave was selected to perform as part of the U.Dance National Dance Festival – Live Showcase - in Newcastle in 2023/24.
- Completion of the year-long Artist in Residency (AiR) pilot, which saw 1 local dance artist spend a year in a primary school questioning, how her practice might positively impact the children who attend the school, their families and the staff who work there.
- Commissioned 2 artists (1 choreographer and 1 digital) to create a new commission for Light Up Lancaster, an out-door night-time light-dance event.
- Enabled 26 young dancers aged 9 – 22 to work together over to perform to more than 3000 audience members as part of Light Up Lancaster.
- Maintained relationships with the 6 young people met through the traineeship programme Borderlines (21/22); held 3 x mentoring sessions throughout the year with individuals – resulting in three YP taking up short bespoke volunteering programmes.
- Delivered our new health & education programme, The Alien Needs our Help to 52 key stage two primary school classes, across the Lancaster and Morecambe District, in partnership with More Music.
- Secured a larger, more visible home at The Storey Institute, Lancaster as a permanent creative residence for 2022/23.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2023**

Financial review

The total income for the year was £178,633, comprising restricted funds (£56,165) and unrestricted funds (£122,458).

Ludus Dance received approximately 60% of its income through core grants from Arts Council England (ACE) and Lancaster City Council to develop and deliver a rich programme of activity. This was supplemented by additional restricted grants and earned income vital for the viability of the organisation. Successful diversification of income has meant that the organisation remains stable post the planned withdraw of the ACE NPO funding.

A financial review on expenditure was undertaken in-light of ACE's core funding support period coming to a planned end. To ensure a more economical and environmentally responsible delivery model, Ludus made the decision to take on a larger dance studio office space in The Storey to house its front facing dance programme as well as it's back-office. This dramatically reduced the expenditure of additional room hire and served as visual marketing tool, thanks to the new room being in a prominent, publicly visible space. This move reduced pressure on the Co-CEOs and trustees by allowing room to embed into the new structure, so that an appropriate time in the future - developing an independent home for Ludus Dance can be timed alongside an assessment of growing staff and financial resilience/ability to take positive risk.

In terms of assessing our risks, throughout 2022/23 Ludus Dance continued to make progress through further scrutinising our mission, aims and outcomes. With the ending of core ACE funding, alternative core funders have been investigated and applications are being made in regards the Levelling Up national agenda. As a result Ludus Dance have successfully began to diversify where our funding comes from, both within the creative sector but also wider, with statutory partners including mental health and schools.

Main areas of difficulty include:

- Increased pressure on the team brought about by a reduction in staff capacity, unexpected senior staff resignation & the adjustment to remote working.
- Disruption in regular attendance of face to face classes & workshops as a result of the impact on people's long-term health post-pandemic.
- Financial impact on people, brought about by the Cost-of-Living crisis.

We are aware of the national increase of requests that Trust & Foundations are receiving, this is something we continue to monitor.

Reserves policy

As of 31st March 2023, the unrestricted reserves stood at approximately £143k. Free reserves at the year end stood at £138,800 (2022: £112,858).

The agreed target for unrestricted reserves at Ludus Dance will continue to be to three months' running costs. The board are confident that running at three months would provide continuity of services to its beneficiaries, whilst fulfilling obligations towards employees and funders. Remaining unrestricted reserves will be designated for relocation, as a match for capital investment and unplanned closure. This reserves policy and the analysis of income and expenditure is reviewed on an annual basis. However, in light of current circumstances regarding the Coronavirus pandemic, the board will be closely monitoring reserves in response to the organisational impact of Covid-19 and the Cost of Living Crisis.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2023**

Plans for the future

Ludus Dance are continuing to find ways to streamline activity, reduce overheads and find alternate income streams. During 2022/23 the charity began delivering its new business plan, focussing our work on designing dance programmes that support children & young people experiencing poor mental health to emerge into the world healthier and happier; this area becomes a key focus for the Charity in 2022/23 with the development of our weekly well-being hub, traineeship programme, primary school public health commission.

Researching climate anxiety will become a central goal for 2023/24 at a strategic level. It will be placed centrally within our organisation's ambitions to address, and we are seeking a large-scale project with Lancaster University and other local partners in order to do so. Research this far is showing us that potential funders are placing the climate emergency at the centre of their goals, which we believe we help us secure long-term funding from a number of sources.

Alongside, we seek to tackle this issue head on by working creatively with children and young people on both environmental themes and their ability to create positive change, so that they learn of their individual and collective potential impact, within their dancing, their everyday lives, and alongside their audiences to whom they can demonstrating this ethos through performance. Our work will always strive to empower children and young people to experience a healthy and hopeful world, and how they can make informed environmentally responsible choices.

Equal Opportunities

The charity is committed to equal opportunities at all levels and has a Single Equality and Diversity Policy and Action Plan which supports the promotion of equal opportunities.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2023**

Responsibilities of the Trustees

The Trustees (who are also the directors of Ludus Dance for the purposes of Company Law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and regulations.

Company Law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and Applicable Law). 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 the affairs of the charitable company and the income and expenditure of the charitable company for the year.

In preparing these financial statements, the council members are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Signed on behalf of the Board of Trustees



**Rachel Deadman
Company Secretary**

20/12/2023
.....

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF LUDUS DANCE
FOR THE YEAR ENDED 31 MARCH 2023**

I report on the accounts of the company for the year ended 31 March 2023 which are set out on pages 11 to 26.

Responsibilities and basis of report

As the charity 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 company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

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.



Richard Hall FCCA
MHA Moore and Smalley
Chartered Accountants
Priory Close
St Mary's Gate
Lancaster
LA1 1XB

20/12/2023
.....

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023**

		Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	3	111,628	56,175	167,803	148,810
Charitable activities	4	8,419	-	8,419	11,027
Other trading activities	5	2,041	-	2,041	4,600
Other incoming resources	6	370	-	370	10
Total		122,458	56,175	178,633	164,447
Expenditure on:					
Raising funds	8	410	-	410	303
Charitable activities	9	95,491	63,322	158,813	212,154
Total		95,901	63,322	159,223	212,457
Net income/(expenditure)		26,557	(7,147)	19,410	(48,010)
Transfers between funds		-	-	-	-
Net movement in funds		26,557	(7,147)	19,410	(48,010)
Reconciliation of funds:					
Total funds brought forward		117,314	15,780	133,094	181,104
Total funds carried forward	21	143,871	8,633	152,504	133,094

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The notes on pages 13 to 26 form part of these financial statements.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

BALANCE SHEET

AS AT 31 MARCH 2023

		2023		2022	
		£	£	£	£
Fixed assets					
Tangible fixed assets	16	5,071		4,456	
		_____		_____	
			5,071		4,456
Current assets					
Debtors	17	62,049		33,683	
Cash at bank and in hand		141,605		116,874	
		_____		_____	
		203,654		150,557	
Creditors: amounts falling due within one year	18	(56,221)		(21,919)	
		_____		_____	
Net current assets			147,433		128,638
			_____		_____
Total assets less current liabilities			147,433		128,638
			_____		_____
Net assets			152,504		133,094
			=====		=====
Funds:					
Restricted funds			8,633		15,780
General funds			73,871		47,314
Designated funds			70,000		70,000
			_____		_____
Total funds	21		152,504		133,094
			=====		=====

The financial statements have been prepared in accordance with the provisions for small entities.

For the year ended 31 March 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' responsibilities:

The trustees have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and the trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts were approved by the members of the council and authorised for issue on the

18/12/2023

..... and are signed on their behalf by:



.....
S Mansfield
Chair of Trustees
Company Registration Number: 07729308

The notes on pages 13 to 26 form part of these financial statements.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

Legal form

The charity constitutes a limited company, limited by guarantee as defined by the Companies Act 2006, incorporated in England and Wales. The address of the charity, the nature of its operations and its principal activities are all detailed in the Trustees' report and charity administrative details pages in these financial statements.

Basis of accounting

The charity constitutes a public benefit entity as defined by FRS102. The financial statements have been prepared in accordance with the accounting policies set out in note to the accounts and comply with the charity's governing document, the Charities Act 2011 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).

The financial statements have been prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Preparation of the accounts on a going concern basis

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operating existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Taxation

The charity is recognised by the Inland Revenue as a UK Charity and is entitled to exemptions from corporation tax.

Income

All income is recognised in the Statement of Financial Activities (SOFA) when the Charity is legally entitled to the income and the amount can be quantified with reasonable certainty. No income is shown net of expenditure.

Voluntary income is received by way of grants, donations and gifts and is included in the SOFA when receivable. Grants, where entitled is not conditional on delivery of specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.

Investment income is recognised when receivable.

Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably.

Support costs are those which assist the work of the charity but do not directly represent charitable activities and include office costs and governance costs. They are incurred directly to support the objectives of the charity.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

1 Accounting policies (continued)

Tangible fixed assets

Fixed assets including equipment, fixtures and fittings are recorded at cost less accumulated depreciation. Depreciation is provided at the following annual rates in order to write the cost of assets off over their estimated useful lives using the reducing balance method:-

Equipment, fixtures and fittings - 20%-33% straight line

Debtors and creditors

Debtors and creditors with no stated interest rate and receivable and payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Cash and cash equivalents

Cash held by the charity includes amounts held on call at banks.

Accumulated funds

The Charity has three distinct types of fund: Unrestricted, or general, funds arising from the accumulated surplus from its various activities. Restricted funds represent balances to be spent on particular activities as specified by the donor. Designated funds, included within unrestricted funds, are those set aside by the Board of Trustees for a specific purpose.

Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Financial assets are assessed for indicators of impairment at each reporting end date.

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

1 Accounting policies (continued)

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Financial liabilities classified as payable within one year are not amortised. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

2 Judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Key assumptions, judgements and estimates

In the opinion of the Trustees' there have been no significant judgements made in the process of applying the above accounting policies.

There have been no key assumptions concerning future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

3 Income from donations and legacies

	Unrestricted funds £	Restricted funds £	Total 2023 £
Year to 31 March 2023			
Arts Council England: NPO	97,404	-	97,404
BBC Children in Need	500	9,809	10,309
Lancaster City Council	-	40,716	40,716
Lancaster City Council (in kind)	13,100	-	13,100
Donations	124	-	124
More Music	-	900	900
Neighbourhood Grant	-	3,000	3,000
DCNW	-	1,750	1,750
Tesco Community Grant	500	-	500
	111,628	56,175	167,803

	Unrestricted funds £	Restricted funds £	Total 2022 £
Year to 31 March 2022			
Arts Council England: NPO	97,404	-	97,404
BBC Children in Need	-	11,352	11,352
Francis C Scott Charitable Trust	8,000	-	8,000
Lancaster City Council	-	3,000	3,000
Lancaster City Council (in kind)	9,225	-	9,225
Small Trusts & Foundations	-	-	-
Donations	105	-	105
Coronavirus Job Retention Scheme Grant	-	1,577	1,577
Lancaster & Morecambe college - Kickstart	-	7,147	7,147
Education & Skills Partnership	-	6,000	6,000
Peter Harrison Foundation	-	5,000	5,000
	114,734	34,076	148,810

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

4 Income from charitable activities

	Unrestricted funds £	Restricted funds £	Total 2023 £
Year to 31 March 2023			
Provision of dance services	8,419	-	8,419
	8,419	-	8,419

	Unrestricted funds £	Restricted funds £	Total 2022 £
Year to 31 March 2022			
Provision of dance services	11,027	-	11,027
	11,027	-	11,027

5 Income from other trading activities

	Unrestricted funds £	Restricted funds £	Total 2023 £
Year to 31 March 2023			
Events, commissions & venue hire	2,041	-	2,041
	2,041	-	2,041

	Unrestricted funds £	Restricted funds £	Total 2022 £
Year to 31 March 2022			
Events, commissions & venue hire	4,600	-	4,600
	4,600	-	4,600

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

6 Other incoming resources

	Unrestricted funds	Restricted funds	Total 2023
	£	£	£
Year to 31 March 2023			
Interest received	370	-	370
	370	-	370
	Unrestricted funds	Restricted funds	Total 2022
	£	£	£
Year to 31 March 2022			
Interest received	10	-	10
	10	-	10

7 Donated goods, facilities and services

Donated goods and services with an estimated value of £nil (2022: £nil) were received during the year, related to rent. Ludus relies on the contribution of unpaid volunteers to deliver its Programmes.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

8 Fundraising costs

	Unrestricted funds £	Restricted funds £	Total 2023 £
Year to 31 March 2023			
Staff and related costs	410	-	410
	410	-	410

	Unrestricted funds £	Restricted funds £	Total 2022 £
Year to 31 March 2022			
Staff and related costs	-	303	303
	-	303	303

9 Analysis of Charitable Expenditure by type

	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
Staff costs	63,649	32,638	96,287	123,428
Direct costs	7,084	26,684	33,768	47,182
Support costs	24,758	4,000	28,758	41,544
	95,491	63,322	158,813	212,154

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

10 Support costs

	Total 2023 £	Total 2022 £
Premises	14,949	7,715
Communications	770	454
Information Technology	497	2,723
Insurance	3,640	2,183
Marketing	503	1,485
Professional expenses	5,218	19,923
Depreciation	2,526	2,228
Sundry expenses	655	4,833
	28,758	41,544

11 Operating Surplus/(Deficit) is stated after charging

	2023 £	2022 £
Depreciation on tangible fixed assets	2,526	2,227
Independent examination fee	1,848	1,680
	4,374	3,907

12 Staff Costs

	Note	2023 £	2022 £
Wages and salaries		92,540	117,265
Social security costs		1,880	4,109
Pension costs		1,867	2,054
	9	96,287	123,428

There were no employees (2022: none) who received emoluments (excluding employer pension costs) of more than £60,000.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

12 Staff Costs (continued)

The key management personnel of the Charity, comprise the Trustees and two interim directors. The total employee benefits of the key management personnel of the charity were £27,355 (2022: £37,545). The key management personnel were reimbursed expenses totalling £55 (2022: £6,681) during the year.

The Charity Trustees were not paid or received any other benefits from employment with the Charity in the year (2022: £nil) neither were they reimbursed expenses during the year (2022: £nil). No charity Trustee received payment for professional or other services supplied to the Charity (2022: £nil).

The average monthly number of employees during the year was 6 (2022: 8). The Charity relies on support from unpaid volunteers in various parts of the charity.

Staff and volunteers average head count in the year		2023	2022
		Number	Number
The parts of the charity in which the employees work	Fundraising	1	1
	Charitable Activities	4	2
	Governance	1	2
	Other	-	3
Total		6	8

13 Defined contribution pension scheme

		£	£
Amount of contributions recognised in the SOFA as an expense	12	1,867	2,054

14 Related party transactions

There were no related party transactions requiring disclosure during the current or prior period.

15 Corporation tax

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

16 Tangible fixed assets

	Office Equipment £	Plant & Machinery £	Total £
Cost			
As at 1 April 2022	8,406	17,485	25,891
Additions	3,141	-	3,141
Disposals	-	-	-
As at 31 March 2023	11,547	17,485	29,032
Depreciation			
As at 1 April 2022	5,092	16,343	21,435
Charge for the year	2,149	377	2,526
Eliminated on disposal	-	-	-
As at 31 March 2023	7,241	16,720	23,961
Net book value			
As at 31 March 2023	4,306	765	5,071
As at 1 April 2022	3,314	1,142	4,456

17 Debtors falling due within 1 year

	2023 £	2022 £
Trade debtors	49,740	4,081
Prepayments and accrued income	12,309	29,602
	62,049	33,683

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

18 Creditors: amounts falling due within 1 year

	2023	2022
	£	£
Trade creditors	19,530	9,922
Social security and other taxes	5,348	2,511
Accruals and deferred income	31,343	9,486
	56,221	21,919

Deferred income:

	2023	2022
	£	£
As at 1 April 2022	-	-
Released in the year	-	-
Additions in the year	27,970	-
	27,970	-

Deferred income comprises of grant money received at the year end for activities in the next financial year.

19 Commitments under operating leases

In January 2022, the company entered into a new lease agreement that resulted in annual commitments under non-cancellable operating leases as set out below:

	2023	2022
	£	£
Operating leases which expire:		
Within 1 year	6,638	6,201
Within 2 to 5 years	3,725	10,363
	10,363	16,564

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

20 Analysis of movements in funds

Current year

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
Unrestricted reserves					
Designated fund	70,000	-	-	-	70,000
General funds	47,314	122,458	(95,901)	-	73,871
Total unrestricted reserves	117,314	122,458	(95,901)	-	143,871
Restricted reserves					
Bounce Back	4,242	-	-	-	4,242
BBC Children in Need	-	9,809	(9,809)	-	-
Shifting Focus	1,500	-	-	-	1,500
Springforward	448	-	-	-	448
Yorkshire Dales Millennium Trust	83	-	-	-	83
LCC PHP	2,360	40,716	(40,716)	-	2,360
Lancaster & Morecambe College Kickstart	7,147	-	(7,147)	-	-
More Music	-	900	(900)	-	-
Neighbourhood Grant	-	3,000	(3,000)	-	-
DCNW	-	1,750	(1,750)	-	-
Total restricted reserves	15,780	56,175	(63,322)	-	8,633
Total reserves	133,094	178,633	(159,223)	-	152,504

Designated funds

The charity's designated fund represents a flexible relocation and capital target expenditure target.

Restricted funds

The purpose of the funds carried forward are as follows:

Bounce back fund - Funding to deliver a dance programme for young people needing respite from family members who have a cancer diagnosis.

Shifting focus fund - Shifting Focus - planned as a two-day conference event to bring together integrated dance innovators and trailblazers from across the North West and national dance community.

Spring forward - Spring Forwards was a small internal fundraising programme based upon paid audiences attending a dance performance by children and young people. at Ludus Dance.

Yorkshire Dales Millennium Trust – Ludus Dance were commissioned to create a dance and film piece about the effects of plastic pollution.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

20 Analysis of movements in funds (continued)

LCC PHP – ‘The Alien Needs Our Help’ is a creative health and wellbeing programme, from Ludus Dance and More Music, commissioned by Lancaster City Council’s Public Protection, we are now offering it to primary schools across the district.

L&M College Kickstart fund – Kickstarter grants were made available from the DWP to support young people aged 18 - 25 and engaged with national job centres into 6-months of employment.

More Music - This is 50% contribution towards the payment of filmmaker to create a documentary for our shared project, The Alien Needs our Help.

Neighbourhood Grant - A grant to provide summer dance activities to children living on the Ryelands Estate in Lancaster.

DCNW - A grant to undertake research into the feasibility of a digital/live hybrid youth dance event for the NW

Children in Need - Year one of a multi-year bid to deliver dance and film workshops to children and young people experiencing poor mental health.

Prior Year:

	At 1				At 31
	April				March
	2021	Income	Expenditure	Transfers	2022
	£	£	£	£	£
Unrestricted reserves					
Designated fund	6,250	-	-	63,750	70,000
General funds	119,211	130,371	(177,545)	(24,723)	47,314
Total unrestricted reserves	125,461	130,371	(177,545)	39,027	117,314
Restricted reserves					
ACE Catalyst	1,612	-	-	(1,612)	-
Bounce Back	4,242	-	-	-	4,242
BBC Children in Need	36,886	11,352	(23,184)	(25,054)	-
Great Place Lakes and Dales	1,454	-	-	(1,454)	-
Inclusion in Motion	250	-	-	(250)	-
Lancaster Arts Partnership	1,593	-	-	(1,593)	-
Occupied	-	-	-	-	-
Shifting Focus	1,500	-	-	-	1,500
Springforward	448	-	-	-	448
The Areti Charitable Trust	6,081	-	(905)	(5,176)	-
Yorkshire Dales Millennium Trust	83	-	-	-	83
CJRS Grant	-	1,577	(1,577)	-	-
Borderlines	1,494	11,000	(8,606)	(3,888)	-
LCC PHP	-	3,000	(640)	-	2,360
Lancaster & Morecambe College Ki	-	7,147	-	-	7,147
Total restricted reserves	55,643	34,076	(34,912)	(39,027)	15,780
Total reserves	181,104	164,447	(212,457)	-	133,094

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

21 Analysis of net assets between funds

Current year

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31 March 2023 are represented by:			
Tangible fixed assets	5,071	-	5,071
Current assets	138,800	8,633	147,433
	<hr/> 143,871	<hr/> 8,633	<hr/> 152,504 <hr/>

Prior year

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31 March 2022 are represented by:			
Tangible fixed assets	4,456	-	4,456
Current assets	112,858	15,780	128,638
	<hr/> 117,314	<hr/> 15,780	<hr/> 133,094 <hr/>

LUDUS DANCE

Registered office address:
The Storey
Meeting House Lane
Lancaster
La1 1th

Company number: 07729308
Charity number: 1144163
Place of incorporation: England & Wales

MHA Moore and Smalley
Priory Close
St Mary's Gate
Lancaster
LA1 1XB

Dear Sirs

Financial statements for the year ended 31 March 2023

We confirm that the following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience and, where appropriate, of inspection of supporting documentation sufficient to satisfy ourselves that we can properly make each of the following representations to you in connection with your independent examination of the charity's financial statements for the year ended 31 March 2023:

- 1 We have fulfilled our responsibilities as directors and trustees under the Companies Act 2006 and Charities Act 2011 for preparing financial statements in accordance with these acts and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), which you have drafted on our behalf, which give a true and fair view of the financial position of the charity and of the results of its operations for the year. All the accounting records have been made available to you for the purpose of your independent examination and all the transactions undertaken by the charity have been properly reflected and recorded in the accounting records. All other records and related information, including minutes of all management and trustees' meetings, have been made available to you.
- 2 The financial statements are free of material misstatements, including omissions.
- 3 We acknowledge our responsibility for the design and implementation of internal control systems to prevent and detect fraud and error. We have disclosed to you all instances of known or suspected fraud affecting the entity involving management, employees who have a significant role in internal control or others that could have a material effect on the financial statements. We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the entity's financial statements communicated by current or former employees, analysis, regulators or others.
- 4 We have recorded or disclosed, as appropriate, all liabilities, both actual and contingent, and have disclosed in the notes to the financial statements all guarantees that we have given to third parties.
- 5 Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
- 6 The charity has not granted any advances or credits to, or made guarantees on behalf of, directors/trustees other than those disclosed in the financial statements.
- 7 We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for, and disclosed in, the financial statements.
- 8 We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose affects should be considered when preparing the financial statements.

- 9 Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with legislative and accounting standards requirements.
- 10 The company has at no time during the year entered into any arrangement, transaction or agreement to provide credit facilities (including loans, quasi loans or credit transactions) for directors, nor to guarantee or provide security for such matters, except as disclosed in the financial statements.
- 11 All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.
- 12 We believe that the charity's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charity's needs. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the charity's ability to continue as a going concern need to be made in the financial statements.
- 13 All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.

Yours faithfully



S Mansfield
Trustee
On behalf of the board of Trustees

Date 18/12/2023

Our ref: LUD400
Invoice: 338655
Tax point: 18 December 2023

VAT Reg. No: 125 4817 18

Ludus Dance
The Storey
Meeting House Lane
Lancaster
LA1 1TH

Moore and Smalley LLP

Richard House
9 Winckley Square
Preston
PR1 3HP

T: 01772 821021

mooreandsmalley.co.uk

To Professional Services Rendered:

Preparation of the financial statements in statutory format for the year ended 31 March 2023 in compliance with the Charity SORP. Independent examination of the numbers therein and provision of our report.	1,620.00
Our inclusive fee	1,620.00
VAT @ 20%	324.00
	£1,944.00



Please return this remittance advice slip with your payment to:

Moore and Smalley
Richard House
9 Winckley Square
Preston
PR1 3HP

Client: Ludus Dance
Our ref: LUD400
Invoice: 338655
Tax Point: 18 December 2023
Amount: £1,944.00

Please see overleaf for details on how to pay
Payment is due upon receipt of invoice

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INTERNATIONAL



HOW TO MAKE A PAYMENT



DIRECT DEBIT

You can pay your bill in instalments by direct debit. To set this up please contact our Finance Team on 01772 821021.



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You will need our sort code 16-28-33 and account number 12844348. You will need your 6 digit client code or invoice number as a payment reference.



CHEQUE

Send a cheque in the post with this remittance payable to Moore and Smalley. Please can you write your 6 digit ref.no or invoice number on the back of your cheque.



OVER THE PHONE

To make a debit or credit card payment telephone 01772 821021. You will need your 6 digit client code or invoice number as a payment reference.

LUDUS DANCE

England & Wales - Charity number 1144163

Accounts

Company registration No. 07729308 (England & Wales)

Charity No. 1144163

Ludus Dance

Company Limited by Guarantee

Trustees' Report and Financial Statements

**For The Year Ended
31 March 2022**



**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

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**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**CHARITY REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2022**

Registered charity name	Ludus Dance
Charity registration number	1144163
Company registration number	07729308
Registered office	The Storey Meeting House Lane Lancaster LA1 1TH
Trustees	J Wareing S Mansfield H Machell A Dangerfield E Payne
Secretary	R Deadman
Independent Examiner	MHA Moore and Smalley Chartered Accountants Priory Close St Mary's Gate Lancaster Lancashire LA1 1XB

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2022**

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the financial statements for the year ending 31 March 2022, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

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

Trustees

The directors who served during the year were:

J Wareing
S Mansfield
H Machell
A Dangerfield
E Payne

Secretary - R Deadman (appointed 21st July 2021)

Independent Examiner - MHA Moore & Smalley

Introduction

Founded in 1975, Ludus Dance North West Dance in Education Ltd was constituted as a co-operative trading as Ludus Dance. In 2011/12 the company became a registered charity and company limited by guarantee.

Ludus brings the joy of dance to Children & Young People in Lancaster & across Lancashire, to embed creative dance and wellbeing practices where cultural opportunities are limited & demand for statutory services is high. As an NPO of Arts Council England our programmes are designed to contribute to changing the national/regional landscapes of who gets to participate, progress in dance & become creative leaders of the future.

We create pathways of engagement, to widen accessibility for people to continue making, performing and/or experiencing dance for:

- Children and Young People (audiences/participants)
- Dance Artists and Creatives (workforce)
- Members of the Public (audiences/participants)

We commission dance artists with wide ranging movement styles whose approach to practice is grounded in mindfulness and awareness. These enable CYP to be present in their bodies and with others, so that they might let go of self-criticism, judgment of peers & as a result learn how to be accepting, curious & open to their own potential & that of others. We have established long-term relationships with statutory partners, with shared ambition, in education, local authorities, social & mental health services within the NHS. Through these we develop programmes that contribute to how dance can be part of the solution to support CYP to live healthier & happier lives.

With the success of the Arts Council England National Portfolio Organisation (NPO) application in 2017, a four-year business plan and suite of strategy documents were developed. The programme of activity constituted six core strands of work and was designed to drive targeted delivery, financial investment and stakeholder/partnership development.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2022

Structure, governance and management

Governance

Ludus Dance is a Registered Charity and Company Limited by Guarantee, incorporated on 4th August 2011. A Board of Directors controls the overall strategic direction of the organisation and ensures regulatory and legal compliance. Board members are recruited for the balance of skills that they can bring to the organisation. These are:

- Business planning
- Entrepreneurial skills
- HR
- Equality and Diversity
- Finance
- Fundraising
- Governance
- Education

The Board meets quarterly alongside subgroup meetings, which are developed alongside the developmental needs of the Charity, there are currently finance & policy review subgroups.

Staffing

Ludus Dance employs a core team to deliver projects and to develop the organisation's offer to ensure ongoing financial and operational sustainability. In 2021/22, Ludus Dance operated with the equivalent of 4 full time members of staff.

Over the last year, staff had the opportunity to attend a number of training programmes, including: Safeguarding, Chaperoning Children, Adapting to Motherhood as a Dancer, Youth Mental Health First Aid, Governance Now and Marketing for Small Businesses.

External Human Resource Company *Elcons* were retained in 2021/22 to support senior staff and Trustees as appropriate.

This year 30 freelance artists were contracted for project delivery, a significant increase to the 11 contracted in 20/21 due to Covid-19. Ludus Dance also piloted its first accredited traineeship and apprenticeship programmes.

Charitable Objects

The company is established to:

Encourage and advance the appreciation of the art of dance and its associated art forms by the public particularly by providing opportunities for people to create, watch and take part in dance predominantly but not exclusively in the North West of England.

These objects are supported by the core organisational mission of Ludus Dance: - To inspire, engage and empower through dance.

Ludus Dance's values are:

- Collaboration
- Innovation
- Authenticity

LUDUS DANCE

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The charitable objects, organisational mission and values provide the framework for all of the activities of Ludus Dance. These are articulated through the vision.

The vision is of a world where everyone has the right and ability to access high quality dance experiences produced to the highest standard leading to a lifelong engagement in the arts. This vision centres on the essential aims of:

- **Cultural Engagement and Progression** A connected offer, targeting communities and individuals in areas where the arts are under-represented. Adopting a needs led approach, maximizing potential to help young people develop life skills.
- **Artistic Excellence in Production** High quality facilitation to amplify the youth voice through practice and training.
- **Diverse People and Practices** Co-creating socially, culturally, politically and environmentally relevant work that belongs to everyone.
- **Financial Rigour** Stable and ethically driven.
- **Operational Rigor** Robust systems, processes, staffing and policies in place to underpin all aspects of delivery and development.

To deliver our mission, vision and core aims, activity has been split across six core strands:

- Inclusion
- Artist Development
- Cultural Education and Heritage
- Youth Dance and Talent Development
- Studio Programme
- Central Events

As part of an organisational restructure, caused by the unexpected departure of the CEO in the first quarter of 2021, the appointed Interim-Senior Leadership Team worked with the trustees to analyse the 6 core strands. Using Arts Council England's supporting transitional documents, designed to guide NPOs towards the next NPO investment period 2023-26, an analysis was undertaken. Where the current strands were successful in enabling Ludus to secure NPO investment in 2018, both the micro & macro landscape of Ludus Dance had shifted considerably. Largely due to the change in SLT and organisational restructure alongside the shifting needs of our clients, partners, workers & funders due to the impact of the global pandemic.

One such change was Arts Council England, Ludus' primary funder, who invited all current NPO holders to apply for a year-long extension to their current funding agreement in light of the huge challenges caused by Covid-19.

To secure further investment Ludus Dance successfully wrote a new one-year business plan, the key purpose of which was to outline:

- how the charity was responding to the pandemic (financial & structural)
- any significant changes with the business as a result of the pandemic
- the direction of travel for Ludus Dance in regards Arts Council England's defined Outcomes and Investment Principles, as per the national cultural strategy: Let's Create

LUDUS DANCE COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW) FOR THE YEAR ENDED 31 MARCH 2022

The new business planning document did not remove any of the 6 core strands but brought them together. The following strands are how Ludus delivered our mission, vision & core aims in 2021/22:

- **Workforce Development:**
Supporting emerging, developing & established artists to realise creative potential
- **CYP Dance Development:**
Working in consultation to embed dance as a wellbeing tool for CYP where need is high & opportunity underdeveloped
- **Live & Digital Performance:**
Commissioning & Producing accessible dance events (live and digital)

Public benefit

In setting Ludus Dance policies, the Board gives consideration to the guidance issued by the Charities Commission regarding the provision of public benefit. Ludus Dance achieves public benefit by delivering its charitable objectives in a number of ways:

- The provision of free and/or subsidised workshops and projects which contribute directly to the social, physical and mental health and wellbeing of children and young people
- The provision of paid work for freelance dance artists based in the North West, thus supporting and developing the sector and local economy
- The co-production of dance performances, small festivals and other events to bring communities together, reduce isolation and share intergenerational experiences
- Partnership working to develop robust arts programmes that engage local communities, especially those with limited access to cultural provision
- Targeted career support, mentoring and guidance for emerging dance artists to sustain the regional dance ecology and raise aspirations
- Fostering a culture of celebration, providing activity that creates pride in place, belonging and civic responsibility.

Trustees

No remuneration is paid to any Trustee for their services as a trustee, nor did any trustee have a material interest in any of the charity's contracts during the year.

Induction and training of Trustees

Board members are selected based upon their professional skills to complement those of existing Board members and to ensure a range of different voices and backgrounds shape the organisation. Induction includes meetings with the CEO and the Board, receiving copies of policies, business plans and accounts and attending Board meetings prior to appointment. New trustees also receive a Trustee welcome pack.

Share Capital

The charity is limited by guarantee and as such does not have a share capital.

Risk management

The Trustees and staff of Ludus Dance conduct a quarterly review of the major risks to which the charity is exposed, and systems established to mitigate them are laid down by a written risk assessment strategy as appropriate to current circumstances. The strategy specifies actions to be taken to guard against a variety of risks with potential to impact on funding or activity. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and projects and ensuring consistently high quality of delivery. These procedures are regularly reviewed and updated as necessary.

LUDUS DANCE COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW) FOR THE YEAR ENDED 31 MARCH 2022

External partners

The organisation's principal investors in 2021-22 were:

- Arts Council England (ACE)
- Lancaster City Council
- Francis C Scott Charitable Trust

Contribution of volunteers

The Charity is supported by highly experienced and dedicated volunteer Board members as well as a small number of additional volunteers who support the organisation more generally through events support such as ushering crowds through to research for youth programmes). Ludus Dance is keen to develop new and additional volunteers who can offer support to the organisation both with specific projects and more generally as and when needed. This year 10 individuals volunteered to help support a number of projects.

Achievements and performance of the Charity during the year

Ludus Dance continued to build on its reputation as an organisation that focuses on Children & Young People (CYP). Work was targeted towards people and places in Lancaster and Lancashire with the least existing opportunity for engagement with the creative arts. Project aims were focussed on exploring how dance, when used as a tool for children & young people to experience and realise creative potential, wellbeing and life chances might be improved. A number of new pilots were developed to explore these aims alongside our established dance programmes, all of which are detailed later.

During the last year the Interim-Senior Leadership Team continued to respond to the ongoing pandemic, securing available funding through new and existing partners, including:

- a traineeship incentive grant to enable Ludus to pilot Borderlines Creative Traineeship for NEET CYP
- an apprenticeship incentive grant to offer a 6-month apprenticeship to an emerging dance artist
- 3-years of continued funding from Children In Need and a one-off grant from Peter Harrison, to develop our Lancaster based wellbeing hub for young people experiencing poor mental health
- a large commission from the City Council's Public Health Directorate to develop a Primary School public health dance and music project to up to 40 schools in the Lancaster & Morecambe District, with our partner More Music.

In addition to the funded programmes above, the trustees committed the unfulfilled Dance Development Officer salary to be used to pilot an Artist in Residence scheme with Lancaster based dance artist Louise Gibbons. This built upon a project she had developed with Ludus Dance through her Occupied associate artist residency in 2019/20. The project culminates in 22/23, in the first year of the residency Louise explored how dance might support children in Year 2 (who were most affected by the pandemic) to feel more confident in their personal learning and better able to communicate with their peers.

Supported by the Board of Trustees the SLT led Ludus Dance through a business review and planning process, this resulted in the securing of a further 12-months of funding from Arts Council England (2022-23), through their extension offer for NPOs (as aforementioned on page 4). This put Ludus Dance in a more secure position & enabled the charity to continue testing initiatives whilst delivering upon its objectives, aligned to the 2018-22 business plan.

**LUDUS DANCE
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**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2022**

Highlights from our 2021-22 programme of activity

- 555 Children and Young People from across Lancashire and the North West attended Ludus Sessions a total of 2685 times, with a total of 270 workshops delivered.
- 30 dance artists and creatives fulfilled 99 contracts totalling 356 days of work over the year.
- Delivered a total of 81 hours of professional development mentoring sessions to 9 individuals.
- Engaged 10 undergraduate / recent graduates / young people not in education through bespoke work placements, paid internships and shadowing opportunities.
- Focussed our work in Lancaster & Morecambe District to pilot dance programmes with local partners in Public Health, Mental Health & Wellbeing, Education & Career Development
- Engaged with young people from 8 districts in Lancashire (Preston, Wigan, Burnley, West Lancashire, Lancaster & Morecambe, Blackpool, Warrington & the Wirral in our dance career development programme Ludus Youth Dance Company (LYDC).
- LYDC's dance film Nature Sentinels was selected for U.Dance National Dance on Screen Festival and was screened in Manchester, Birmingham & London.
- Began first 6-months of year-long Artist in Residency (AiR) pilot for one established artist to question how her practice can positively impact a place through a creative intervention with the people who live and work there.
- Mentored 2 emerging artists to choreograph and produce two community dance events at Lancaster Music Festival & Light Up Lancaster.
- Worked with 17 community & education groups to deliver bespoke programmes of dance
- Delivered 105 inpatient & community creative sessions for 51 young people referred from CAMHS to our State of Flux creative service.
- Piloted a 7-week traineeship for 6 young people struggling to engage / make progress with mainstream education, maintained 100% engagement throughout programme.
- Commissioned the creation of 7 original performance works with and for children and young people through multiple strands of activity.
- Awarded a £50k commission from the Directorate for Public Health (Lancaster & Morecambe) to develop new health & education programme for primary schools across Lancaster and Morecambe in partnership with More Music.
- Increased our total digital reach from 21,636 people in the previous year to 46,089 in 2021/22 via our website, Facebook & Instagram presence.

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**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2022**

WORKFORCE DEVELOPMENT STRAND:

Supporting emerging, developing & established artists to realise creative potential in themselves and others

Ludus Dance plays a key role in developing the next generation of dance facilitators, makers and leaders. The Workforce Development strand builds upon the previous Artist Development Strand. In its pilot year the programme provided a range of training in the form of:

- work experience
- traineeships
- paid apprenticeships
- youth consultancy programmes
- artist in residence schemes (for emerging and established practitioners)

Funding through the DWP and Children in Need was secured to deliver the traineeships and apprenticeships, whilst a combination of a small commission, core staff time, and Ludus reserves were used to deliver & support the Artist in Residence Schemes.

Key highlights

- DWP Kickstarter Scheme: We provided a 6-month apprenticeship to an emerging dance artist who graduated from a vocational dance school during Covid. Her self-esteem was low and sense of professional direction unclear as a result of theatres being closed and performance work being ceased. Through her placement we supported her to reconnect to her dance passion which resulted in her qualifying for the BBC Young Dancer of the Year and moving to London to pursue a career in performance.
- 100% retention on our Traineeship programme and contact remains with young people 12-months on; one trainee successfully recruited to the Arts Council North's Youth Advisory Board. 5 out of 6 of the young people who attended returned to education and training following the programme.
- A former member of LYDC, took on the Dance Apprentice role with the State of Flux programme, following a successful working period, she was then invited to take up an emerging artist in residence role and created a commission for Light Up Lancaster, with our junior youth dance company.
- The concept of a Youth Marketing Board was piloted to establish a way of directly consulting with our young stakeholders in decision making.

CYP DANCE DEVELOPMENT STRAND:

Working in consultation with beneficiaries & stakeholders to embed dance as a wellbeing service for CYP where need is high & opportunity is underdeveloped.

We delivered a number of targeted dance services to enable us to meet the varying access needs of young people and therefore broaden the types of CYP we have previously engaged with. We piloted ways of bringing these diverse groups of young people together through performances and intensive programmes. Through this we encouraged relationships to be built upon a shared love of dancing together, between young people who might not ordinarily meet. The following projects were delivered during the year:

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TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW) FOR THE YEAR ENDED 31 MARCH 2022

State of Flux 2.0

The final year of the two-year Children in Need funded programme that used dance, music & film to develop a sense of self-worth in children & young people with complex mental health needs through weekly sessions at mental health unit, 'The Cove' & in the community. Online and In-Person provision developed, for further qualitative feedback, outcomes & films see [here](#).

Key highlights

- 51 YP engaged throughout annual programme of delivery
- 168 hours of project delivery
- 6 young people took part in an intensive dance project where they created a dance film together which celebrated how people can help each other grow
- An online magazine was created to document the learning & achievements of the project
Young people between the ages of 8 – 19 took part in 155 sessions.

LYDC

Annual Talent Development Programme for young people interested in developing a career in dance, outputs / achievements for the year include:

- 20 diverse* young people recruited from across Lancashire and Yorkshire
**diverse defined by socio economic, gender, neurodiversity, disability markers*
- 2 new commissions created (1 live and 1 digital) outputted live in a: public park, city centre, music venue; and digitally in 2 national theatres (The Lowry and the MAC Birmingham)
- Lancashire Partnership Against Crime awarded their Young Citizen Award to LYDC member Jess Bennett for her volunteering as part of the Borderlines Traineeship programme.

Borderlines Creative Traineeship

Pilot initiative to test methodology of 7-week dance traineeship intensive. Delivered in partnership with Lancaster & Morecambe College, the programme supported trainees using a responsive and adaptive approach to delivery. The trainees planned and drove decision making, fostering a sense of ownership, impacting positively on self-esteem, pride and belonging. The traineeship mirrored the working day of a performing arts professional; trainees worked together to devise a new dance work, developed their knowledge of dance through: practical movement classes & performance skills, watching & reviewing professional dance performances alongside planning their own creative event.

- 6 young people recruited & retained throughout programme
- £6k investment via DWP traineeship incentive programme
- Successful model piloted, ready for upscaling to other colleges across Lancashire.

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Studio Programme (Studio Training Hub)

Following the temporary closure of the studio programme Ludus relaunched its community dance classes for 2 – 14 years olds at The Gregson Community Centre from the Autumn of 2021. The SLT invested their time to support the redevelopment of this programme to ensure Ludus could develop a unique and accessible offer for families. Throughout the 2021/22 year a variety of approaches were trialled, including dance styles, approaches to delivery, guest artist sessions and trainee dance artist roles - to understand how this programme could best serve Ludus' beneficiaries and own interests. The learning from this research informed the redesign of the programme, now renamed Studio Training Hub.

- 102 sessions delivered
- 47 YP participated (despite interruption of covid due to lockdowns)
- 10 visiting artists sharing their practice with the Studio Training Hub Families

Nature of Dance

Awarded £6,580 by Areti Charitable trust, the programme provided access to dance activity in school through a funded programme of environmentally themed work.

Year 2 and 4 pupils in primary schools in Lancashire & Cumbria learnt first-hand about pollution through local walks and outdoor movement workshops using their findings as stimulus to inspire them to respect and look after their local wildlife. It also introduced the possibility that creative dance can be delivered outside as a means of helping young people to explore, experience & articulate their natural world.

Linked to the national curriculum, children learnt how quickly plastic amasses, linking local pollution and patterns of behaviour, whilst improving their local area. Back in school, pupils were guided to move and form physical narratives to mobilise their thoughts, learning through physical creative play.

- 53 children completed Arts Awards alongside the project
- 90 family members watched their children share their learning through 4 live performances
- 2 freelance Visual Artists were contracted to enhance the visual delivery of the work
- 1 emerging dance artist supported the project

Adhoc Schools & Community Programme

Many children's first experience of the arts is at school. In 2021-22, we continued to work with schools across the Lancaster & Morecambe District to supplement their cultural offer. This area of business has notably declined over the years and was exasperated by the pandemic. The SLT addressed this downturn by redeveloping Ludus' cultural offer for schools, through the Nature of Dance Project above and the city-wide primary school commission below/ Despite the decline in adhoc school booking Ludus did still deliver a variety of curriculum based learning packages, the highlights of which are as follows:

- 75 sessions delivered across the Morecambe and Lancaster District.
- 35 hours of delivery time for freelance dance artists
- 25 CYP engaged

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Lancaster City Council Public Health Commission: The Alien Needs our Help

The Alien Needs Our Help is a creative health and wellbeing programme, from Ludus Dance and More Music, commissioned by Lancaster City Council's Public Protection, for 40 primary schools across the Lancaster & Morecambe district.

Designed to support teachers to deliver aspects of the science and PSHE curriculum alongside key messages from Public Health, The Alien Needs our Help, is a FREE, one-hour-a-week workshop, run over 6 weeks. For

During 2021/22 the project was developed with a team of artists, with input from the commissioner and SLT at Ludus Dance / More Music; to support the development of the project it was piloted at one school at the end of March 2022. It is being upscaled and delivered across the district to up to 40 schools in 2022/23/24. To see the project in action, click [here](#).

LIVE & DIGITAL PERFORMANCE STRAND:

Commissioning & producing accessible dance events

As a means to bring people together through the sharing of our dance practice Ludus Dance presented dance performances to audiences in both digital and live settings:

- Live:
 - Nature of Dance end of project outdoor dance performances at North Road and Ryelands Primary Schools, featuring 120 young dancers, aged 8 – 9 years old.
 - Williamsons Park & Market Square (Lancaster) outdoor dance performances by LYDC members, new commission Nature's Calling, viewed by 500+ local audiences
 - Sun Square (Lancaster) Participatory Ceilidh Performance with LYDC and LYDC Juniors and members of the public, as part of Lancaster Music Festival
 - Light Up Lancaster Shop Window Commission for our LYDC Junior Dance Company.

- Digital:
 - We were commissioned to produce One Dance UK's NW regional event U.Dance as an Online Digital Dance Festival on behalf of The Lowry; engaging over 200 young people during the festival weekend in May 2021.
 - Our Dance Film Nature's Sentinel's – was selected for U.Dance 2022 as part of the regional showcase event at The Lowry.

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**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2022**

Financial review

The total income for the year was £164,447, comprising restricted funds (£34,076) and unrestricted funds (£130,731).

Ludus Dance received approximately 70% of its income through core grants from Arts Council England (ACE), Francis C Scott and Lancaster City Council to develop and deliver a rich programme of activity. This was supplemented by additional restricted grants and earned income vital for the viability of the organisation. Earned income was achieved from a range of dance activities and generated £17,562 an improvement on the £7,244 earned in the previous year (2020/21).

Following the departure from our building in 2020/21 we relocated our dance studio-office to The Storey in Lancaster and located our delivery in school, university and community buildings, this reduced our overheads significantly. Where possible venue usage was donated in-kind through working with educational partners to house our work.

We continued to diversify our income by applying to Trust & Foundations. With success coming from Children In Need and Peter Harrison Ludus generated significant income for 2021-23 through a large public health commission from the City Council.

Throughout 2022/22 Ludus Dance have continued to make progress during a difficult year through tightening our focus on our core delivery including continued work in schools, growing the numbers in our youth dance company and widening access into dance for young people who have been emotionally affected by the pandemic. Our studio programme recommenced from September 2021, and we were able to pilot a traineeship and apprenticeship scheme through funding from the DWP.

Main areas of difficulty include:

- Increased pressure on the team brought about by a reduction in staff capacity, unexpected senior staff resignation & the adjustment to remote working
- A reduction in earned income from not being able to run the usual amount of face to face classes & workshops during the pandemic

We are aware of the national increase of requests that Trust & Foundations are receiving, this is something we will continue to monitor. We are also placing a focus on the ways we diversify our funding streams, such as Borderlines securing funding through a government traineeship scheme.

Reserves policy

As of 31st March 2022, the unrestricted reserves stood at approximately £117k.

The agreed target for unrestricted reserves at Ludus Dance will continue to be to three months' running costs. The board are confident that running at three months would still provide continuity of services to its beneficiaries, whilst fulfilling obligations towards employees and funders. Remaining unrestricted reserves will be designated for relocation, as a match for capital investment and unplanned closure. This reserves policy and the analysis of income and expenditure is reviewed on an annual basis. However, in light of current circumstances regarding the Coronavirus pandemic, the board will be closely monitoring reserves in response to the organisational impact of Covid-19 and the Cost of Living Crisis.

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FOR THE YEAR ENDED 31 MARCH 2022**

Plans for the future

In the context of current economic and social challenges brought on by the Pandemic and exasperated by the cost-of-living crisis, there are considerable challenges which have specific implications for arts and cultural provision nationally. With Arts Council England facing considerable competition for its NPO portfolio and pressure to demonstrate diverse investment across the country Ludus Dance are continuing to find ways to streamline activity, reduce overheads and find alternate income streams. During 2021/22 Ludus Dance built a new business plan, focussing our work on designing dance programmes that support children & young people experiencing poor mental health to emerge into the world healthier and happier; this area becomes a key focus for the Charity in 2022/23 with the development of our weekly well-being hub, traineeship programme, primary school public health commission and Refugee respite programme.

In 2022 Ludus Dance will continue to:

- Draw up new, innovative operational models in the short, mid and long term to ensure the future of Ludus Dance
- Reduce overheads to make the organisation nimble and fleet of foot in response to Covid-19 & Cost of Living Crisis
- Redefine the USP aligned with the mission and charitable objectives in the context of dance as a tool to improve the mental health of children and young people
- Ensure governance is robust and diverse
- Sit on a number of strategic groups/consortia's, driving forward local and regional policy around dance, cultural education and youth provision; including Dance Consortia North West, the Northern Children and Young People's Network, Lancaster Arts Partners, Lancaster, LCEP.
- Strive for deeper and more meaningful engagement with individuals, schools and communities
- Prioritise the health and wellbeing of children and young people
- Reduce social isolation through co-creation and togetherness
- Develop the self-worth, communication skills and aspirations of young people experiencing acute mental health issues
- Actively prioritise the development of new work in areas of deprivation across Lancaster & Morecambe
- Invest in our digital offer as an engagement tool, distribution channel, creative outlet and evaluation method
- Consult with children, young people, families & communities to listen and respond to their needs, programming relevant activity
- Over-haul LYDC, considering who it attracts - to ensure it is inclusive and representative of the CYP we work with through our dance programmes.

Equal Opportunities

The charity is committed to equal opportunities at all levels and has a Single Equality and Diversity Policy and Action Plan which supports the promotion of equal opportunities.

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**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2022**

Responsibilities of the Trustees

The Trustees (who are also the directors of Ludus Dance for the purposes of Company Law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and regulations.

Company Law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and Applicable Law). 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 the affairs of the charitable company and the income and expenditure of the charitable company for the year.

In preparing these financial statements, the council members are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Signed on behalf of the Board of Trustees

John Wareing

**J Wareing
Chair of Trustees**

7th December 2022

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF LUDUS DANCE
FOR THE YEAR ENDED 31 MARCH 2022**

I report on the accounts of the company for the year ended 31 March 2022 which are set out on pages 16 to 31.

Responsibilities and basis of report

As the charity 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 company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

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.



Richard Hall FCCA
MHA Moore and Smalley
Chartered Accountants
Priory Close
St Mary's Gate
Lancaster
LA1 1XB

08/12/2022

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022**

		Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	3	114,734	34,076	148,810	195,892
Charitable activities	4	11,027	-	11,027	6,535
Other trading activities	5	4,600	-	4,600	709
Other incoming resources	6	10	-	10	44
Total		130,371	34,076	164,447	203,180
Expenditure on:					
Raising funds	8	-	303	303	22
Charitable activities	9	177,545	34,609	212,154	190,123
Total		177,545	34,912	212,457	190,145
Net income/(expenditure)		(47,174)	(836)	(48,010)	13,035
Transfers between funds		39,027	(39,027)	-	-
Net movement in funds		(8,147)	(39,863)	(48,010)	13,035
Reconciliation of funds:					
Total funds brought forward		125,461	55,643	181,104	168,069
Total funds carried forward	21	117,314	15,780	133,094	181,104

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The notes on pages 18 to 31 form part of these financial statements.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

BALANCE SHEET

AS AT 31 MARCH 2022

		2022		2021
		£	£	£
Fixed assets				
Tangible fixed assets	16	4,456		6,683
		<u>4,456</u>		<u>6,683</u>
Current assets				
Debtors	17	33,683		1,379
Cash at bank and in hand		116,874		204,190
		<u>150,557</u>		<u>205,569</u>
Creditors: amounts falling due within one year	18	(21,919)		(31,148)
		<u>128,638</u>		<u>174,421</u>
Net current assets				
		<u>128,638</u>		<u>174,421</u>
Total assets less current liabilities				
		<u>128,638</u>		<u>174,421</u>
Net assets				
		<u><u>133,094</u></u>		<u><u>181,104</u></u>
Funds:				
Restricted funds		15,780		55,643
General funds		47,314		119,211
Designated funds		70,000		6,250
		<u>133,094</u>		<u>181,104</u>
Total funds	21	<u><u>133,094</u></u>		<u><u>181,104</u></u>

The financial statements have been prepared in accordance with the provisions for small entities.

For the year ended 31 March 2022 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' responsibilities:

The trustees have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and the trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts were approved by the members of the council and authorised for issue on the 7 December 2022. and are signed on their behalf by:

John Wareing

.....
J Wareing
Chair of Trustees

Company Registration Number: 07729308

The notes on pages 18 to 31 form part of these financial statements.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Legal form

The charity constitutes a limited company, limited by guarantee as defined by the Companies Act 2006, incorporated in England and Wales. The address of the charity, the nature of its operations and its principal activities are all detailed in the Trustees' report and charity administrative details pages in these financial statements.

Basis of accounting

The charity constitutes a public benefit entity as defined by FRS102. The financial statements have been prepared in accordance with the accounting policies set out in note to the accounts and comply with the charity's governing document, the Charities Act 2011 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).

The financial statements have been prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Preparation of the accounts on a going concern basis

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operating existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Taxation

The charity is recognised by the Inland Revenue as a UK Charity and is entitled to exemptions from corporation tax.

Income

All income is recognised in the Statement of Financial Activities (SOFA) when the Charity is legally entitled to the income and the amount can be quantified with reasonable certainty. No income is shown net of expenditure.

Voluntary income is received by way of grants, donations and gifts and is included in the SOFA when receivable. Grants, where entitled is not conditional on delivery of specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.

Investment income is recognised when receivable.

Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably.

Support costs are those which assist the work of the charity but do not directly represent charitable activities and include office costs and governance costs. They are incurred directly to support the objectives of the charity.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

1 Accounting policies (continued)

Tangible fixed assets

Fixed assets including equipment, fixtures and fittings are recorded at cost less accumulated depreciation. Depreciation is provided at the following annual rates in order to write the cost of assets off over their estimated useful lives using the reducing balance method:-

Equipment, fixtures and fittings - 20%-33% straight line

Debtors and creditors

Debtors and creditors with no stated interest rate and receivable and payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Cash and cash equivalents

Cash held by the charity includes amounts held on call at banks.

Accumulated funds

The Charity has three distinct types of fund: Unrestricted, or general, funds arising from the accumulated surplus from its various activities. Restricted funds represent balances to be spent on particular activities as specified by the donor. Designated funds, included within unrestricted funds, are those set aside by the Board of Trustees for a specific purpose.

Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Financial assets are assessed for indicators of impairment at each reporting end date.

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

1 Accounting policies (continued)

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Financial liabilities classified as payable within one year are not amortised. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

2 Judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Key assumptions, judgements and estimates

In the opinion of the Trustees' there have been no significant judgements made in the process of applying the above accounting policies.

There have been no key assumptions concerning future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

3 Income from donations and legacies

	Unrestricted funds £	Restricted funds £	Total 2022 £
Year to 31 March 2022			
Arts Council England: NPO	97,404	-	97,404
BBC Children in Need	-	11,352	11,352
Francis C Scott Charitable Trust	8,000	-	8,000
Lancaster City Council	-	3,000	3,000
Lancaster City Council (in kind)	9,225	-	9,225
Donations	105	-	105
Coronavirus Job Retention Scheme Grant	-	1,577	1,577
Lancaster & Morecambe college - Kickstart	-	7,147	7,147
Education & Skills Partnership	-	6,000	6,000
Peter Harrison Foundation	-	5,000	5,000
	114,734	34,076	148,810

	Unrestricted funds £	Restricted funds £	Total 2021 £
Year to 31 March 2021			
Arts Council England: NPO	97,404	-	97,404
BBC Children in Need	-	43,885	43,885
Francis C Scott Charitable Trust	10,000	-	10,000
Lancaster City Council	22,350	-	22,350
Lancaster City Council (in kind)	8,667	-	8,667
Small Trusts & Foundations	-	1,494	1,494
Donations	2,097	-	2,097
Coronavirus Job Retention Scheme Grant	-	9,995	9,995
	140,518	55,374	195,892

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

4 Income from charitable activities

	Unrestricted funds £	Restricted funds £	Total 2022 £
Year to 31 March 2022			
Provision of dance services	11,027	-	11,027
	11,027	-	11,027

	Unrestricted funds £	Restricted funds £	Total 2021 £
Year to 31 March 2021			
Provision of dance services	6,535	-	6,535
	6,535	-	6,535

5 Income from other trading activities

	Unrestricted funds £	Restricted funds £	Total 2022 £
Year to 31 March 2022			
Events, commissions & venue hire	4,600	-	4,600
	4,600	-	4,600

	Unrestricted funds £	Restricted funds £	Total 2021 £
Year to 31 March 2021			
Merchandising	-	-	-
Events, commissions & venue hire	709	-	709
	709	-	709

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

6 Other incoming resources

	Unrestricted funds	Restricted funds	Total
Year to 31 March 2022	£	£	2022 £
Interest received	10	-	10
	10	-	10

	Unrestricted funds	Restricted funds	Total
Year to 31 March 2021	£	£	2021 £
Interest received	44	-	44
	44	-	44

7 Donated goods, facilities and services

Donated goods and services with an estimated value of £nil (2021: £8,667) were received during the year, related to rent. Ludus relies on the contribution of unpaid volunteers to deliver its Programmes.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

8 Fundraising costs

	Unrestricted funds £	Restricted funds £	Total 2022 £
Year to 31 March 2022			
Staff and related costs	-	303	303
	-	303	303
<hr/>			
	Unrestricted funds £	Restricted funds £	Total 2021 £
Year to 31 March 2021			
Staff and related costs	22	-	22
	22	-	22

9 Analysis of Charitable Expenditure by type

	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
Staff costs	115,162	8,266	123,428	113,778
Direct costs	24,640	22,542	47,182	20,235
Support costs	37,743	3,801	41,544	56,110
	177,545	34,609	212,154	190,123

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

10 Support costs

	Total 2022 £	Total 2021 £
Premises	7,715	39,517
Communications	454	844
Information Technology	2,723	4,563
Insurance	2,183	3,337
Marketing	1,485	203
Professional expenses	19,923	5,556
Depreciation	2,228	1,685
Sundry expenses	4,833	405
	41,544	56,110

11 Operating Surplus/(Deficit) is stated after charging

	2022 £	2021 £
Depreciation on tangible fixed assets	2,227	1,685
Independent examination fee	1,680	1,620
	3,907	3,305

12 Staff Costs

	Note	2022 £	2021 £
Wages and salaries		117,265	113,087
Social security costs		4,109	(563)
Pension costs		2,054	1,254
	9	123,428	113,778

There were no employees (2021: none) who received emoluments (excluding employer pension costs) of more than £60,000.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

12 Staff Costs (continued)

The key management personnel of the Charity, comprise the Trustees and two interim directors. The total employee benefits of the key management personnel of the charity were £37,545 (2021: £11,486). The key management personnel were reimbursed expenses totalling £6,681 (2021: £nil) during the year.

The Charity Trustees were not paid or received any other benefits from employment with the Charity in the year (2021: £nil) neither were they reimbursed expenses during the year (2021: £nil). No charity Trustee received payment for professional or other services supplied to the Charity (2021: £nil).

The average monthly number of employees during the year was 8 (2021: 9). The Charity relies on support from unpaid volunteers in various parts of the charity.

Staff and volunteers average head count in the year		2022	2021
		Number	Number
The parts of the charity in which the employees work	Fundraising	1	1
	Charitable Activities	2	3
	Governance	2	1
	Other	3	4
Total		8	9

13 Defined contribution pension scheme

	Note	2022	2021
		£	£
Amount of contributions recognised in the SOFA as an expense	12	2,054	1,254

14 Related party transactions

There were no related party transactions requiring disclosure during the current or prior period.

15 Corporation tax

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

16 Tangible fixed assets

	Office Equipment £	Plant & Machinery £	Total £
Cost			
As at 1 April 2021	8,406	17,485	25,891
Additions	-	-	-
Disposals	-	-	-
As at 31 March 2022	8,406	17,485	25,891
Depreciation			
As at 1 April 2021	3,436	15,772	19,208
Charge for the year	1,656	571	2,227
Eliminated on disposal	-	-	-
As at 31 March 2022	5,092	16,343	21,435
Net book value			
As at 31 March 2022	3,314	1,142	4,456
As at 1 April 2021	4,970	1,713	6,683

17 Debtors falling due within 1 year

	2022 £	2021 £
Trade debtors	4,081	-
Prepayments and accrued income	29,602	1,379
	33,683	1,379

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

18 Creditors: amounts falling due within 1 year

	2022	2021
	£	£
Trade creditors	9,922	2,423
Social security and other taxes	2,511	1,265
Accruals and deferred income	9,486	27,460
	<hr/>	
	21,919	31,148
	<hr/> <hr/>	

19 Commitments under operating leases

In January 2022, the company entered into a new lease agreement that resulted in annual commitments under non-cancellable operating leases as set out below:

	2022	2021
	£	£
Operating leases which expire:		
Within 1 year	6,201	-
Within 2 to 5 years	10,363	-
	<hr/>	
	16,564	-
	<hr/> <hr/>	

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

20 Analysis of movements in funds

Current year

	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
Unrestricted reserves					
Designated fund	6,250	-	-	63,750	70,000
General funds	119,211	130,371	(177,545)	(24,723)	47,314
Total unrestricted reserves	125,461	130,371	(177,545)	39,027	117,314
Restricted reserves					
ACE Catalyst	1,612	-	-	(1,612)	-
Bounce Back	4,242	-	-	-	4,242
BBC Children in Need	36,886	11,352	(23,184)	(25,054)	-
Great Place Lakes and Dales	1,454	-	-	(1,454)	-
Inclusion in Motion	250	-	-	(250)	-
Lancaster Arts Partnership	1,593	-	-	(1,593)	-
Shifting Focus	1,500	-	-	-	1,500
Springforward	448	-	-	-	448
The Areti Charitable Trust	6,081	-	(905)	(5,176)	-
Yorkshire Dales Millennium Trust	83	-	-	-	83
CJRS Grant	-	1,577	(1,577)	-	-
Borderlines	1,494	11,000	(8,606)	(3,888)	-
LCC PHP	-	3,000	(640)	-	2,360
Lancaster & Morecambe College Kickstart	-	7,147	-	-	7,147
Total restricted reserves	55,643	34,076	(34,912)	(39,027)	15,780
Total reserves	181,104	164,447	(212,457)	-	133,094

During the year several transfers have been made between restricted and unrestricted funds for restricted fund projects which are fully spent and where the donor has permitted the release of unspent funds to unrestricted reserves.

Designated funds

The charity's designated fund represents a flexible relocation and capital target expenditure target.

Restricted funds

The purpose of the funds carried forward are as follows:

Bounce back fund - Funding to deliver a dance programme for young people needing respite from family members who have a cancer diagnosis.

Shifting focus fund - Shifting Focus - planned as a two-day conference event to bring together integrated dance innovators and trailblazers from across the North West and national dance community.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

20 Analysis of movements in funds (continued)

Spring forward - Spring Forwards was a small internal fundraising programme based upon paid audiences attending a dance performance by children and young people. at Ludus Dance.

Yorkshire Dales Millennium Trust – Ludus Dance were commissioned to create a dance and film piece about the effects of plastic pollution.

LCC PHP – ‘The Alien Needs Our Help’ is a creative health and wellbeing programme, from Ludus Dance and More Music, commissioned by Lancaster City Council’s Public Protection, we are now offering it to primary schools across the district.

L&M College Kickstart fund – Kickstarter grants were made available from the DWP to support young people aged 18 - 25 and engaged with national job centres into 6-months of employment.

Prior year

	At 1 April 2020	Income	Expenditure	Transfers	At 31 March 2021
	£	£	£	£	£
Unrestricted reserves					
Designated fund	6,250	-	-	-	6,250
General funds	133,579	147,806	(162,174)	-	119,211
Total unrestricted reserves	139,829	147,806	(162,174)	-	125,461
Restricted reserves					
ACE Catalyst	1,612	-	-	-	1,612
Bounce Back	4,680	-	(438)	-	4,242
BBC Children in Need	8,625	43,885	(15,624)	-	36,886
Great Place Lakes and Dales	1,769	-	(1,415)	1,100	1,454
Inclusion in Motion	250	-	-	-	250
Lancaster Arts Partnership	1,593	-	-	-	1,593
Occupied	1,100	-	-	(1,100)	-
Shifting Focus	1,500	-	-	-	1,500
Springforward	448	-	-	-	448
The Areti Charitable Trust	6,580	-	(499)	-	6,081
Yorkshire Dales Millennium Trust	83	-	-	-	83
CJRS Grant	-	9,995	(9,995)	-	-
Borderlines	-	1,494	-	-	1,494
Total restricted reserves	28,240	55,374	(27,971)	-	55,643
Total reserves	168,069	203,180	(190,145)	-	181,104

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

21 Analysis of net assets between funds

Current year

	Unrestricted Funds	Restricted Funds	Total
	£	£	£
Fund balances at 31 March 2022 are represented by:			
Tangible fixed assets	4,456	-	4,456
Current assets	112,858	15,780	128,638
	<hr/>	<hr/>	<hr/>
	117,314	15,780	133,094
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Prior year

	Unrestricted Funds	Restricted Funds	Total
	£	£	£
Fund balances at 31 March 2021 are represented by:			
Tangible fixed assets	6,683	-	6,683
Current assets	118,778	55,643	174,421
	<hr/>	<hr/>	<hr/>
	125,461	55,643	181,104
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

LUDUS DANCE

England & Wales - Charity number 1144163

Accounts

Company registration No. 07729308 (England & Wales)

Charity No. 1144163

Ludus Dance

Company Limited by Guarantee

Trustees' Report and Financial Statements

**For The Year Ended
31 March 2021**



**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

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**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**CHARITY REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2021**

Registered charity name	Ludus Dance
Charity registration number	1144163
Company registration number	07729308
Registered office	The Storey Meeting House Lane Lancaster LA1 1TH
Trustees	J Wareing M Suringar (resigned 20 January 2021) S Mansfield H Machell M J Close (resigned 20 January 2021) A Dangerfield E Payne
Secretary	R Deadman (appointed 21 July 2021)
Independent Examiner	MHA Moore and Smalley Chartered Accountants Priory Close St Mary's Gate Lancaster Lancashire LA1 1XB

LUDUS DANCE

COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)

FOR THE YEAR ENDED 31 MARCH 2021

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the financial statements for the year ending 31 March 2021, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

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

Introduction

Founded in 1975, Ludus Dance North West Dance in Education Ltd was constituted as a co-operative trading as Ludus Dance. In 2011/12 the company became a registered charity and company limited by guarantee.

With the success of our Arts Council England National Portfolio application in 2017, a four-year business plan and suit of strategy documents were developed. Our programme of activity constitutes six core strands of work to drive targeted delivery, financial investment, and stakeholder/partnership development.

Ludus dance introduces children and young people to dance, irrespective of their background or experience. Providing the space, time and expertise for participants to develop a unique relationship with dance, the organisation offers a creative outlet to build identify and foster well-being for life.

As a socially-engaged arts charity within the specialist field of dance, Ludus Dance is committed to ensuring that exceptional art is conceived, delivered and experienced by communities across the North West. Nurturing talented people from all sections of the community means that the organisation can reach many people who would not otherwise engage with contemporary artistic practices. The charity uses dance to empower individuals to take hold of their own futures, providing access to experiences for personal growth, health and enjoyment. Working across a wide range of social, educational and mental health and wellbeing settings, and especially with children and young people who have a limited access to high quality experiences, the charity creates unique opportunities through work that is bespoke, collaborative and inclusive.

Structure, governance and management

Governance

Ludus Dance is a Registered Charity and Company Limited by Guarantee, incorporated on 4th August 2011. A Board of Directors controls the overall strategic direction of the organisation and ensures regulatory and legal compliance. Board members are recruited for the balance of skills that they can bring the organisation. These are:

- Business planning
- Entrepreneurial skills
- HR
- Equality and Diversity
- Finance
- Fundraising
- Legal
- Governance
- Education

The Board meets quarterly and the Finance and 'Creative Case' subgroups continue to meet.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2021**

Staffing

Ludus Dance employs a core team to deliver projects and to develop the organisation's offer to ensure ongoing financial and operational sustainability. In 2020/21, Ludus Dance operated with the equivalent of 5 full time members of staff. Through continued Children in Need funding staff capacity continued at the same level.

Over the last year, staff had the opportunity to attend a number of training programmes, including Incorporating Youth Voice into Project Planning, Youth Mental Health Awareness During Pandemic, Safeguarding, Arts Award

An external Human Resources company were contracted in in 2020/21 to support senior staff and Trustees as appropriate.

In 2020/21, 11 freelance artists were contracted for project delivery. It is acknowledged that this is a significant decrease due to Covid-19.

Charitable objects

The company is established to:

Encourage and advance the appreciation of the art of dance and its associated art forms by the public particularly by providing opportunities for people to create, watch and take part in dance predominantly but not exclusively in the North West of England.

These objects are supported by the core organisational mission of Ludus Dance: - To inspire, engage and empower through dance.

Ludus Dance's values are:

- Collaboration
- Innovation
- Authenticity

The charitable objects, organisational mission and values provide the framework for all of the activities of Ludus Dance. These are articulated through the vision.

The vision is of a world where everyone has the right and ability to access high quality dance experiences produced to the highest standard leading to a lifelong engagement in the arts. This vision centres on the essential aims of:

- **Cultural Engagement and Progression** A connected offer, targeting communities and individuals in areas where the arts are under-represented. Adopting a needs led approach, maximising potential to help young people develop life skills.
- **Artistic Excellence in Production** High quality facilitation to amplify the youth voice through practice and training.
- **Diverse People and Practices** Co-creating socially, culturally, politically and environmentally relevant work that belongs to everyone.
- **Financial Rigour** Stable and ethically driven.
- **Operational Rigour** Robust systems, processes, staffing and policies in place t underpin all aspects of delivery and development.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2021**

To deliver our mission, vision and core aims, activity is split across six core strands:

- Inclusion
- Artistic development
- Cultural Education and Heritage
- Youth Dance and Talent Development
- Studio Programme
- Central Events

Public benefit

In setting Ludus Dance policies, the Board gives consideration to the guidance issued by the Charities Commission regarding the provision of public benefit. Ludus Dance achieves public benefit by delivering its charitable objectives in a number of ways:

- The provision of free and/or subsidised workshops and projects which contribute directly to the social, physical and mental health and wellbeing of children and young people;
- The provision of paid work for freelance dance artists based in the North West, thus supporting and developing the sector and local economy;
- The co-production of dance performances, small festivals and other events to bring communities together, reduce isolation and share intergenerational experiences;
- Partnership working to develop robust arts programmes that engage local communities, especially those with limited access to cultural provision;
- Targeted career support, mentoring and guidance for emerging dance artists to sustain the regional dance ecology and raise aspirations; and
- Fostering a culture of celebration, providing activity that creates pride in place, belonging and civic responsibility.

Trustees

No remuneration is paid to any Trustee for their services as a trustee, nor did any trustee have a material interest in any of the charity's contracts during the year.

Induction and training of Trustees

Board members are selected based upon their professional skills to complement those of existing Board members and to ensure a range of different voices and backgrounds shape the organisation. Induction includes meetings with the CEO and the Board, receiving copies of policies, business plans and accounts and attending Board meetings prior to appointment. New trustees also receive a Trustee welcome pack.

Share Capital

The charity is limited by guarantee and as such does not have a share capital.

Risk management

The Trustees and staff of Ludus Dance conduct a quarterly review of the major risks to which the charity is exposed and systems established to mitigate them are laid down by a written risk assessment strategy as appropriate to current circumstances. The strategy specifies actions to be taken to guard against a variety of risks with potential to impact on funding or activity. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and projects and ensuring consistently high quality of delivery. These procedures are regularly reviewed and updated as necessary.

LUDUS DANCE COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW) FOR THE YEAR ENDED 31 MARCH 2021

External partners

The organisation's principal investors in 2020-21 were:

- Arts Council England (ACE)
- Lancaster City Council
- Francis C Scott Charitable Trust

Contribution of volunteers

The Charity is supported by highly experienced and dedicated volunteer Board members as well as a small number of additional volunteers who support the organisation more generally with through events support such as ushering crowds through to research for youth programmes. Ludus Dance is keen to develop new and additional volunteers who can offer support to the organisation both with specific projects and more generally as and when needed. This year 3 individuals volunteered to help support a number of projects.

Achievements and performance of the Charity during the year

Ludus Dance, in its tenth year as a charity, continued to build on its reputation as an organisation with a focus on Children & Young People (CYP) and continues to target its work towards people and places with the least existing engagement with the arts to unlock and develop talent.

During the last year the Senior Management Team continued to respond to the ongoing pandemic, securing available funding through our partners. Significant changes were made to the organisation, which included vacating our premises, to secure the future of the charity and deliver upon its objectives.

Highlights from our 2020-21 programme of activity

INCLUSION

To deliver the vision of universal access in practice, the charity strives to engage individuals in need of additional support. The inclusion strand had to move online during the year, due to the Covid pandemic, the following projects were delivered during the year:

State of Flux 2.0

A two-year programme that uses dance, music & film to develop a sense of self-worth in children & young people with complex mental health needs through weekly sessions at mental health unit, 'The Cove' & in the community.

- We delivered 66 sessions engaging 102 individual CYP
- £43,885 investment brought into the district
- 4 steady employment opportunities provided for local freelancers
- 1 young person's internship offered

Inclusion in Motion

We continued to provide classes designed for children with special educational needs and their siblings.

- 19 sessions* delivered
- 7 individual CYP engaged

LUDUS DANCE COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW) FOR THE YEAR ENDED 31 MARCH 2021

CULTURAL EDUCATION & HERITAGE

Many children's first experience of the arts is at school. In 2020-21, we continued to work with schools across Lancashire to supplement their cultural offer. Some of the sessions were offered to schools free of charge. This was commissioned by external partners and sector support organisations or paid for through our fundraising successes. Highlights include:

- Partnered with 5 schools including; Ryelands Primary School, North Road Primary School, Wray Primary School, Winmarleigh Primary School & the Loyne Specialist School
- Delivered 34 sessions totalling 56 hours
- Engaged 106 individual children and young people across 544 repeat attendances
- Delivery of 6 online 'Let's Dance' curriculum classes for home schooling through Facebook

YOUTH DANCE & TALENT DEVELOPMENT

Ludus Dance have a nationally-recognised youth company offering young people high quality training in contemporary dance technique, physical theatre and performance skills. The organisation aims to foster a wide spectrum of skills leading to either a life in the arts as a participant or as a deliverer/maker/leader.

Key highlights:

- We increased membership by 75% from the previous year
- Financial support was made available to members from low income families with 50% of company members living in some of the 50% most-deprived neighbourhoods in the country
- 50% of the company were from Lancaster with additional members from Preston, St. Helens & Somerset (the latter attending university in the North West)
- We delivered 22 sessions online & outdoors totalling 66 hours & 144 repeat attendances
- 4 taster sessions were delivered at Bedford High School, Burnley College, Edge Hill University & UCLan, totalling an additional 95 attendances
- The company shared work at Flexus Holding Hands Youth Dance Platform, Vanishing Point Festival and have been selected for UDance's 2021 regional platform

ARTIST DEVELOPMENT

Ludus Dance plays a key role in developing the next generation of arts facilitators, makers and leaders. The Artist Development strand propagates a pipeline of highly skilled and competent artists through a range of professional development opportunities. Ludus Dance reapplied for funding to deliver 'Occupied' our Artists Development scheme, however was unsuccessful, due to the funders putting a hold on their funding during the pandemic. As such Ludus used some of its reserves to continue supporting the freelance dance workforce.

LUDUS DANCE COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW) FOR THE YEAR ENDED 31 MARCH 2021

Key highlights:

- Provided paid opportunities for 11 professional freelance artists, totalling 36 days of paid work at equity rates
- Provided 30+ hours of mentoring & advice to local emerging artists so that they have the entrepreneurial skills to develop portfolio careers whilst remaining in the area, helping them to submit bids & further develop their work (including two successful bids to Arts Council England Supporting Artists Covid Schemes)

STUDIO PROGRAMME

Ludus Dance offered opportunities for the public to make use of their building for arts activity through a subsidised programme of dance sessions for the local community with workshops catering for babies/toddlers and their parents and/or carers (birth - 4 years old), children (5 - 15 years old) and a studio hire scheme for commercial companies, wedding dances and birthday parties. This area of the business was put on hold due to the impact of Covid-19 on the delivery of dance classes. With the departure from our home at the Assembly Rooms in December 2020, we took delivery outside, online and into host venues.

CENTRAL EVENTS

Due to the pandemic Ludus Dance contributed to a number of digital community events including festivals, conferences and outdoor performances.

Key highlights include:

- A VE Day dance tutorial for Lancaster City UK
- Notice – a dance film by LYDC & LYDC Juniors about their experiences during lockdown
- Sign of thanks – a dance film by LYDC & LYDC Juniors to celebrate teachers for all their hard work during the pandemic
- Rolling with the Punches – a dance film by LYDC exploring contemporary attitudes towards pursuing a career in the arts
- Oldtopia – a series of films documenting a project we delivered in conjunction with Fable Arts and students from Blackpool College about what it means to age.

Financial review

The total income for the year was £203,180, comprising 28% restricted funds (£57,471) and 72% unrestricted funds (£145,709).

Ludus Dance received approximately 60% of its income through core grants from Arts Council England (ACE) and Lancaster City Council to develop and deliver a rich programme of activity. This was supplemented by additional restricted grants and earned income vital for the viability of the organisation. Earned income was achieved from a range of dance activities and generated £7244 during the year.

During 20/21 a decision was made to vacate our premises at The Assembly Rooms and take our offerings out into the communities. There were significant dilapidation costs to pay on vacation amounting to £22,800. (Shown in creditors note 18).

Earned income was down significantly from the previous year, due to our reduced ability to run the same level of workshops and classes.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2021**

For the dance classes we were able to provide, we decided to change to a 'pay what you feel' donation-based model in order to remove financial barriers & continue to be accessible to our audiences.

We continued to diversify our income by applying to Trust & Foundations.

Throughout 2020/21 Ludus Dance have continued to make progress during a difficult year through tightening our focus on our core delivery including continued work in schools, growing the numbers in our youth dance company and widening access into dance for young people who have been emotionally affected by the pandemic. Plans are in place for the studio programme to recommence from September 2021 and our first successfully completed targeted traineeship programme 'Borderlines' has received additional funding to continue until October 2021.

Main areas of difficulty include:

- Increased pressure on the team brought about by a reduction in staff capacity, unexpected senior staff resignation & the adjustment to remote working
- A reduction in earned income from not being able to run the usual amount of face to face classes & workshops during the pandemic

We are aware of the national increase in requests that Trust & Foundations are receiving; this is something we will continue to monitor. We are also placing a focus on the ways we diversify our funding streams, such as Borderlines securing funding through a government traineeship scheme

Reserves policy

As of 31st March 2021, the unrestricted reserves stood at £125,461 (2020: £139,829).

The agreed the target for unrestricted reserves at Ludus Dance will continue to be to three months' running costs. The board are confident that running at three months would still provide continuity of services to its beneficiaries, whilst fulfilling obligations towards employees and funders. Remaining unrestricted reserves will be designated for relocation, as a match for capital investment and unplanned closure. This reserves policy and the analysis of income and expenditure is reviewed on an annual basis. However, in light of current circumstances regarding the pandemic, the board will be closely monitoring reserves in response to the organisational impact of Covid-19.

Plans for the future

In the context of the pandemic, there are considerable unknowns which have specific implications for dance provision nationally. Ludus Dance has undertaken a restructure process and is looking at potential scenarios in line with the new NPO round of funding. However, what the charity is trying to achieve remains consistent despite the changed models of delivery and operational challenges it has face.

In 2021/22 - Ludus Dance will;

- Draw up new, innovative operational models in the short, mid and long term to ensure the future of Ludus Dance
- Reduce overheads to make us the organisation nimble and fleet of foot in response to Covid-19
- Redefine the USP aligned with the mission and charitable objectives
- Ensure governance is robust and diverse
- Sit on a number of strategic groups / consortia, driving forward local and regional policy around dance, cultural education and youth provision; including Dance Consortia North West, the Northern Children and Young People's Network, Lancaster Arts Partners, Lancaster, LCEP.
- Strive for deeper and more meaningful engagement with individuals, schools and communities

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2021**

- Prioritise the health and wellbeing of children and young people
- Reduce social isolation through co-creation and togetherness
- Develop the self-worth, communication skills and aspirations of young people experiencing acute mental health issues
- Actively prioritise the development of new work in areas of deprivation across the North West
- Invest in our digital offer as an engagement tool, distribution channel, creative outlet and evaluation method
- Consult with communities to listen and respond to their needs, programming relevant activity
- Reposition the youth company in the outdoors with digital leanings
- Pilot activity with young people at risk of offending and those who have experience domestic abuse/violence

Equal opportunities

The charity is committed to equal opportunities at all levels and has a Single Equality and Diversity Policy and Action Plan which supports the promotion of equal opportunities.

Responsibilities of the Trustees

The Trustees (who are also the directors of Ludus Dance for the purposes of Company Law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and regulations.

Company Law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and Applicable Law). 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 the affairs of the charitable company and the income and expenditure of the charitable company for the year.

In preparing these financial statements, the council members are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT AS REQUIRED BY COMPANY LAW)
FOR THE YEAR ENDED 31 MARCH 2021**

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Signed on behalf of the Board of Trustees



**J Wareing
Chair of Trustees**

22/12/2021
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**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF LUDUS DANCE
FOR THE YEAR ENDED 31 MARCH 2021**

I report on the accounts of the company for the year ended 31 March 2021 which are set out on pages 12 to 27.

Responsibilities and basis of report

As the charity 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 company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

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.



Richard Hall FCCA
MHA Moore and Smalley
Chartered Accountants
Priory Close
St Mary's Gate
Lancaster
LA1 1XB

23/12/2021
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**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

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

		Unrestricted funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations and legacies	3	140,518	55,374	195,892	225,081
Charitable activities	4	6,535	-	6,535	23,975
Other trading activities	5	709	-	709	25,238
Other incoming resources	6	44	-	44	220
Total		147,806	55,374	203,180	274,514
Expenditure on:					
Raising funds	8	22	-	22	153
Charitable activities	9	162,152	27,971	190,123	250,072
Total		162,174	27,971	190,145	250,225
Net income/(expenditure)		(14,368)	27,403	13,035	24,289
Transfers between funds		-	-	-	-
Net movement in funds		(14,368)	27,403	13,035	24,289
Reconciliation of funds:					
Total funds brought forward		139,829	28,240	168,069	143,780
Total funds carried forward	21	125,461	55,643	181,104	168,069

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The notes on pages 14 to 27 form part of these financial statements.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

BALANCE SHEET

AS AT 31 MARCH 2021

		2021		2020
		£	£	£
Fixed assets				
Tangible fixed assets	16	6,683		3,848
		<u>6,683</u>		<u>3,848</u>
Current assets				
Debtors	17	1,379		8,541
Cash at bank and in hand		204,190		165,828
		<u>205,569</u>		<u>174,369</u>
Creditors: amounts falling due within one year	18	(31,148)		(10,148)
		<u>174,421</u>		<u>164,221</u>
Net current assets				
		<u>174,421</u>		<u>164,221</u>
Total assets less current liabilities				
		<u>174,421</u>		<u>164,221</u>
Net assets				
		<u>181,104</u>		<u>168,069</u>
Funds:				
Restricted funds		55,643		28,240
General funds		119,211		133,579
Designated funds		6,250		6,250
		<u>181,104</u>		<u>168,069</u>
Total funds	21	<u>181,104</u>		<u>168,069</u>

The financial statements have been prepared in accordance with the provisions for small entities.

For the year ended 31 March 2021 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' responsibilities:

The trustees have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and the trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

22/12/2021

These accounts were approved by the members of the council and authorised for issue on the and are signed on their behalf by:

John Wareing

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J Wareing
Chair of Trustees

Company Registration Number: 07729308

The notes on pages 14 to 27 form part of these financial statements.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Legal form

The charity constitutes a limited company, limited by guarantee as defined by the Companies Act 2006, incorporated in England and Wales. The address of the charity, the nature of its operations and its principal activities are all detailed in the Trustees' report and charity administrative details pages in these financial statements.

Basis of accounting

The charity constitutes a public benefit entity as defined by FRS102. The financial statements have been prepared in accordance with the accounting policies set out in note to the accounts and comply with the charity's governing document, the Charities Act 2011 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).

The financial statements have been prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Preparation of the accounts on a going concern basis

The trustees have considered the impact of COVID-19 on the charity and, at the time of approving the financial statements, have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the financial statements.

Taxation

The charity is recognised by the Inland Revenue as a UK Charity and is entitled to exemptions from corporation tax.

Income

All income is recognised in the Statement of Financial Activities (SOFA) when the Charity is legally entitled to the income and the amount can be quantified with reasonable certainty. No income is shown net of expenditure.

Voluntary income is received by way of grants, donations and gifts and is included in the SOFA when receivable. Grants, where entitled is not conditional on delivery of specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.

Investment income is recognised when receivable.

Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably.

Support costs are those which assist the work of the charity but do not directly represent charitable activities and include office costs and governance costs. They are incurred directly to support the objectives of the charity.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

1 Accounting policies (continued)

Tangible fixed assets

Fixed assets including equipment, fixtures and fittings are recorded at cost less accumulated depreciation. Depreciation is provided at the following annual rates in order to write the cost of assets off over their estimated useful lives using the reducing balance method:-

Equipment, fixtures and fittings - 20%-33% straight line

Debtors and creditors

Debtors and creditors with no stated interest rate and receivable and payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Cash and cash equivalents

Cash held by the charity includes amounts held on call at banks.

Accumulated funds

The Charity has three distinct types of fund: Unrestricted, or general, funds arising from the accumulated surplus from its various activities. Restricted funds represent balances to be spent on particular activities as specified by the donor. Designated funds, included within unrestricted funds, are those set aside by the Board of Trustees for a specific purpose.

Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Financial assets are assessed for indicators of impairment at each reporting end date.

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

1 Accounting policies (continued)

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Financial liabilities classified as payable within one year are not amortised. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

2 Judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Key assumptions, judgements and estimates

In the opinion of the Trustees' there have been no significant judgements made in the process of applying the above accounting policies.

There have been no key assumptions concerning future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

3 Income from donations and legacies

	Unrestricted funds £	Restricted funds £	Total 2021 £
Year to 31 March 2021			
Arts Council England: NPO	97,404	-	97,404
Arts Council England: Catalyst	-	-	-
BBC Children in Need	-	43,885	43,885
Francis C Scott Charitable Trust	10,000	-	10,000
Lancaster City Council	22,350	-	22,350
Lancaster City Council (in kind)	8,667	-	8,667
Small Trusts & Foundations	-	1,494	1,494
Donations	2,097	-	2,097
Coronavirus Job Retention Scheme Grant	-	9,995	9,995
	140,518	55,374	195,892

	Unrestricted funds £	Restricted funds £	Total 2020 £
Year to 31 March 2020			
Arts Council England: NPO	95,644	-	95,644
Arts Council England: Catalyst	22,662	-	22,662
BBC Children in Need	-	24,768	24,768
Francis C Scott Charitable Trust	12,000	-	12,000
Great Place Lakes and Dales	-	10,000	10,000
Lancaster City Council	14,175	-	14,175
Lancaster City Council (in kind)	13,000	-	13,000
National Heritage Mill Girls	-	5,006	5,006
National Lottery Awards for All	-	9,943	9,943
The Areti Charitable Trust	-	6,580	6,580
Corporate Donations	1,675	-	1,675
Small Trusts & Foundations	1,000	6,711	7,711
Donations	1,670	247	1,917
	161,826	63,255	225,081

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

4 Income from charitable activities

	Unrestricted funds £	Restricted funds £	Total 2021 £
Year to 31 March 2021			
Provision of dance services	6,535	-	6,535
	6,535	-	6,535
	Unrestricted funds £	Restricted funds £	Total 2020 £
Year to 31 March 2020			
Provision of dance services	23,134	841	23,975
	23,134	841	23,975

5 Income from other trading activities

	Unrestricted funds £	Restricted funds £	Total 2021 £
Year to 31 March 2021			
Merchandising	-	-	-
Events, commissions & venue hire	709	-	709
	709	-	709
	Unrestricted funds £	Restricted funds £	Total 2020 £
Year to 31 March 2020			
Merchandising	342	-	342
Events, commissions & venue hire	24,800	96	24,896
	25,142	96	25,238

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

6 Other incoming resources

	Unrestricted funds £	Restricted funds £	Total 2021 £
Year to 31 March 2021			
Interest received	44	-	44
	44	-	44
	Unrestricted funds £	Restricted funds £	Total 2020 £
Year to 31 March 2020			
Interest received	220	-	220
	220	-	220

7 Donated goods, facilities and services

Donated goods and services with an estimated value of £8,667 (2020: £13,000) were received during the year, related to rent. Ludus relies on the contribution of unpaid volunteers to deliver its Programmes.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

8 Fundraising costs

	Unrestricted funds £	Restricted funds £	Total 2021 £
Year to 31 March 2021			
Staff and related costs	22	-	22
Allocated support costs	-	-	-
	22	-	22
<hr/>			
	Unrestricted funds £	Restricted funds £	Total 2020 £
Year to 31 March 2020			
Staff and related costs	123	-	123
Allocated support costs	30	-	30
	153	-	153

9 Analysis of Charitable Expenditure by type

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Staff costs	103,783	9,995	113,778	134,593
Direct costs	4,305	15,930	20,235	65,844
Support costs (note 10)	54,064	2,046	56,110	49,635
	162,152	27,971	190,123	250,072

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

10 Support costs

	Total 2021 £	Total 2020 £
Premises	39,517	25,081
Communications	844	2,652
Information Technology	4,563	4,455
Insurance	3,337	2,879
Marketing	203	1,622
Professional expenses	5,556	8,072
Depreciation	1,685	2,017
Sundry expenses	405	2,756
Governance	-	131
	56,110	49,665

11 Operating Surplus/(Deficit) is stated after charging

	2021 £	2020 £
Depreciation on tangible fixed assets	1,685	2,017
Independent examination fee	1,620	1,800
	3,305	3,817

12 Staff Costs

	Note	2021 £	2020 £
Wages and salaries		113,087	128,263
Social security costs		(563)	4,401
Pension costs		1,254	1,929
	9	113,778	134,593

There were no employees (2020: none) who received emoluments (excluding employer pension costs) of more than £60,000.

Social security costs include unclaimed employment allowance in respect of earlier periods.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

12 Staff Costs (continued)

The key management personnel of the Charity, comprise the Trustees, Co-Artistic Director & CEO and Co-Artistic Director & Development Manager. The total employee benefits of the key management personnel of the charity were £11,486 (2020: £39,887).

The Charity Trustees were not paid or received any other benefits from employment with the Charity in the year (2020: £nil) neither were they reimbursed expenses during the year (2020: £nil). No charity Trustee received payment for professional or other services supplied to the Charity (2020: £nil).

The average monthly number of employees during the year was 9 (2020: 12). The Charity relies on support from unpaid volunteers in various parts of the charity.

Staff average head count in the year		2021	2020
		Number	Number
The parts of the charity in which the employees work	Fundraising	1	2
	Charitable Activities	3	4
	Governance	1	1
	Other	4	5
Total		9	12

13 Defined contribution pension scheme

	Note	2021	2020
		£	£
Amount of contributions recognised in the SOFA as an expense	12	1,254	1,929

14 Related party transactions

There were no related party transactions requiring disclosure during the current or prior period.

15 Corporation tax

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

16 Tangible fixed assets

	Office Equipment £	Plant & Machinery £	Total £
Cost			
As at 1 April 2020	3,886	17,485	21,371
Additions	4,520	-	4,520
Disposals	-	-	-
As at 31 March 2021	8,406	17,485	25,891
Depreciation			
As at 1 April 2020	2,608	14,915	17,523
Charge for the year	828	857	1,685
Eliminated on disposal	-	-	-
As at 31 March 2021	3,436	15,772	19,208
Net book value			
As at 31 March 2021	4,970	1,713	6,683
As at 1 April 2020	1,278	2,570	3,848

All assets that were disposed of upon vacation of the premises at The Assembly Rooms, Lancaster, had a £nil net book value.

17 Debtors falling due within 1 year

	2021 £	2020 £
Trade debtors	-	5,728
Prepayments and accrued income	1,379	2,813
	1,379	8,541

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

18 Creditors: amounts falling due within 1 year

	2021	2020
	£	£
Trade creditors	2,423	2,893
Social security and other taxes	1,265	3,527
Accruals and deferred income	27,460	3,728
	<hr/>	<hr/>
	31,148	10,148
	<hr/> <hr/>	<hr/> <hr/>

19 Deferred income

	2021	2020
	£	£
As at 1 April 2020	-	5,289
Released in the year	-	(5,289)
Additions in the year	-	-
	<hr/>	<hr/>
As at 31 March 2021	-	-
	<hr/> <hr/>	<hr/> <hr/>

20 Commitments under operating leases

Shortly after 31st March 2016 the company entered into 4 new lease agreements that resulted in annual commitments under non-cancellable operating leases as set out below:

	2021	2020
	£	£
Operating leases which expire:		
Within 1 year	-	735
Within 2 to 5 years	-	1,471
	<hr/>	<hr/>
	-	2,206
	<hr/> <hr/>	<hr/> <hr/>

The leases were terminated on vacation of the premises at The Assembly Rooms, Lancaster in December 2020.

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

21 Analysis of movements in funds

Current year

	At 1 April 2020 £	Income £	Expenditure £	Transfers £	At 31 March 2021 £
Unrestricted reserves					
Designated fund	6,250	-	-	-	6,250
General funds	133,579	147,806	(162,174)	-	119,211
Total unrestricted reserves	139,829	147,806	(162,174)	-	125,461
Restricted reserves					
ACE Catalyst	1,612	-	-	-	1,612
Bounce Back	4,680	-	(438)	-	4,242
BBC Children in Need	8,625	43,885	(15,624)	-	36,886
Great Place Lakes and Dales	1,769	-	(1,415)	1,100	1,454
Inclusion in Motion	250	-	-	-	250
Lancaster Arts Partnership	1,593	-	-	-	1,593
Occupied	1,100	-	-	(1,100)	-
Shifting Focus	1,500	-	-	-	1,500
Springforward	448	-	-	-	448
The Areti Charitable Trust	6,580	-	(499)	-	6,081
Yorkshire Dales Millennium Trust	83	-	-	-	83
CJRS Grant	-	9,995	(9,995)	-	-
Borderlines	-	1,494	-	-	1,494
Total restricted reserves	28,240	55,374	(27,971)	-	55,643
Total reserves	168,069	203,180	(190,145)	-	181,104

LUDUS DANCE
COMPANY LIMITED BY GUARANTEE

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

21 Analysis of movements in funds (continued)

Prior year

	At 1 April 2019 £	Income £	Expenditure £	Transfers £	At 31 March 2020 £
Unrestricted reserves					
Designated fund	6,250	-	-	-	6,250
General funds	115,850	210,322	(192,593)	-	133,579
Total unrestricted reserves	122,100	210,322	(192,593)	-	139,829
Restricted reserves					
ACE Catalyst	7,674	-	(6,062)	-	1,612
Bounce Back	-	9,943	(5,263)	-	4,680
BBC Children in Need	-	24,768	(16,143)	-	8,625
Community Foundation for Lancas	450	-	-	(450)	-
Garrick Trust	2,560	-	(3,120)	560	-
Great Place Lakes and Dales	-	10,000	(8,231)	-	1,769
HLF	4,978	5,006	(9,876)	(108)	-
Inclusion in Motion	-	6,300	(6,050)	-	250
Lancaster Arts Partnership	2,068	495	(970)	-	1,593
Occupied	-	1,100	-	-	1,100
Shifting Focus	2,500	-	(1,000)	-	1,500
Springforward	450	-	-	(2)	448
The Areti Charitable Trust	-	6,580	-	-	6,580
Yorkshire Dales Millennium Trust	1,000	-	(917)	-	83
Total restricted reserves	21,680	64,192	(57,632)	-	28,240
Total reserves	143,780	274,514	(250,225)	-	168,069

**LUDUS DANCE
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

22 Analysis of net assets between funds

Current year

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31 March 2021 are represented by:			
Tangible fixed assets	6,683	-	6,683
Current assets	118,778	55,643	174,421
	<hr/>	<hr/>	<hr/>
	125,461	55,643	181,104
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Prior year

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31 March 2020 are represented by:			
Tangible fixed assets	3,848	-	3,848
Current assets	135,981	28,240	164,221
	<hr/>	<hr/>	<hr/>
	139,829	28,240	168,069
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>