

# **Ludus Dance**

**Company Limited by Guarantee**

**Trustees' Report and Financial Statements**

**For The Year Ended  
31 March 2021**



**LUDUS DANCE**  
**COMPANY LIMITED BY GUARANTEE**

**CONTENTS**

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	<b>Page</b>
Charity reference and administrative details	1
Trustees' Report	2
Independent Examiner's report to the members	11
Statement of financial activities (incorporating the income and expenditure account)	12
Balance sheet	13
Notes to the accounts	14

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**LUDUS DANCE**  
**COMPANY LIMITED BY GUARANTEE**

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

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<b>Registered charity name</b>	Ludus Dance
<b>Charity registration number</b>	1144163
<b>Company registration number</b>	07729308
<b>Registered office</b>	The Storey Meeting House Lane Lancaster LA1 1TH
<b>Trustees</b>	J Wareing M Suringar (resigned 20 January 2021) S Mansfield H Machell M J Close (resigned 20 January 2021) A Dangerfield E Payne
<b>Secretary</b>	R Deadman (appointed 21 July 2021)
<b>Independent Examiner</b>	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**

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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 identity 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 4<sup>th</sup> 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
- 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**

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**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 to 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**

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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**

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#### **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**

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**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**

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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**

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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 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**

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- 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**

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**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**

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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 £
<b>Income from:</b>					
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
<b>Total</b>		<b>147,806</b>	<b>55,374</b>	<b>203,180</b>	<b>274,514</b>
<b>Expenditure on:</b>					
Raising funds	8	22	-	22	153
Charitable activities	9	162,152	27,971	190,123	250,072
<b>Total</b>		<b>162,174</b>	<b>27,971</b>	<b>190,145</b>	<b>250,225</b>
<b>Net income/(expenditure)</b>		<b>(14,368)</b>	<b>27,403</b>	<b>13,035</b>	<b>24,289</b>
<b>Transfers between funds</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>(14,368)</b>	<b>27,403</b>	<b>13,035</b>	<b>24,289</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		139,829	28,240	168,069	143,780
<b>Total funds carried forward</b>	<b>21</b>	<b>125,461</b>	<b>55,643</b>	<b>181,104</b>	<b>168,069</b>

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	
		£	£	£	£
<b>Fixed assets</b>					
Tangible fixed assets	16	6,683		3,848	
		6,683		3,848	
<b>Current assets</b>					
Debtors	17	1,379		8,541	
Cash at bank and in hand		204,190		165,828	
		205,569		174,369	
<b>Creditors:</b> amounts falling due within one year	18	(31,148)		(10,148)	
<b>Net current assets</b>		174,421		164,221	
<b>Total assets less current liabilities</b>		174,421		164,221	
<b>Net assets</b>		181,104		168,069	
<b>Funds:</b>					
Restricted funds		55,643		28,240	
General funds		119,211		133,579	
Designated funds		6,250		6,250	
<b>Total funds</b>	21	181,104		168,069	

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*

.....  
**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**

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**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**

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**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.

**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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

	Unrestricted funds £	Restricted funds £	Total 2020 £
<b>Year to 31 March 2020</b>			
Arts Council England: NPO	95,644	-	<b>95,644</b>
Arts Council England: Catalyst	22,662	-	<b>22,662</b>
BBC Children in Need	-	24,768	<b>24,768</b>
Francis C Scott Charitable Trust	12,000	-	<b>12,000</b>
Great Place Lakes and Dales	-	10,000	<b>10,000</b>
Lancaster City Council	14,175	-	<b>14,175</b>
Lancaster City Council (in kind)	13,000	-	<b>13,000</b>
National Heritage Mill Girls	-	5,006	<b>5,006</b>
National Lottery Awards for All	-	9,943	<b>9,943</b>
The Areti Charitable Trust	-	6,580	<b>6,580</b>
Corporate Donations	1,675	-	<b>1,675</b>
Small Trusts & Foundations	1,000	6,711	<b>7,711</b>
Donations	1,670	247	<b>1,917</b>
	<b>161,826</b>	<b>63,255</b>	<b>225,081</b>

**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 £
<b>Year to 31 March 2021</b>			
Provision of dance services	6,535	-	6,535
	<b>6,535</b>	<b>-</b>	<b>6,535</b>
	Unrestricted funds £	Restricted funds £	Total 2020 £
<b>Year to 31 March 2020</b>			
Provision of dance services	23,134	841	23,975
	<b>23,134</b>	<b>841</b>	<b>23,975</b>

**5 Income from other trading activities**

	Unrestricted funds £	Restricted funds £	Total 2021 £
<b>Year to 31 March 2021</b>			
Merchandising	-	-	-
Events, commissions & venue hire	709	-	709
	<b>709</b>	<b>-</b>	<b>709</b>
	Unrestricted funds £	Restricted funds £	Total 2020 £
<b>Year to 31 March 2020</b>			
Merchandising	342	-	342
Events, commissions & venue hire	24,800	96	24,896
	<b>25,142</b>	<b>96</b>	<b>25,238</b>

**LUDUS DANCE**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**6 Other incoming resources**

	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total 2021 £</b>
<b>Year to 31 March 2021</b>			
Interest received	44	-	44
	<b>44</b>	<b>-</b>	<b>44</b>
	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total 2020 £</b>
<b>Year to 31 March 2020</b>			
Interest received	220	-	220
	<b>220</b>	<b>-</b>	<b>220</b>

**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 £
<b>Year to 31 March 2021</b>			
Staff and related costs	22	-	<b>22</b>
Allocated support costs	-	-	-
	<b>22</b>	<b>-</b>	<b>22</b>
	Unrestricted funds £	Restricted funds £	Total 2020 £
<b>Year to 31 March 2020</b>			
Staff and related costs	123	-	<b>123</b>
Allocated support costs	30	-	<b>30</b>
	<b>153</b>	<b>-</b>	<b>153</b>

**9 Analysis of Charitable Expenditure by type**

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Staff costs	103,783	9,995	<b>113,778</b>	134,593
Direct costs	4,305	15,930	<b>20,235</b>	65,844
Support costs (note 10)	54,064	2,046	<b>56,110</b>	49,635
	<b>162,152</b>	<b>27,971</b>	<b>190,123</b>	250,072

**LUDUS DANCE**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**10 Support costs**

	<b>Total 2021 £</b>	<b>Total 2020 £</b>
Premises	<b>39,517</b>	25,081
Communications	<b>844</b>	2,652
Information Technology	<b>4,563</b>	4,455
Insurance	<b>3,337</b>	2,879
Marketing	<b>203</b>	1,622
Professional expenses	<b>5,556</b>	8,072
Depreciation	<b>1,685</b>	2,017
Sundry expenses	<b>405</b>	2,756
Governance	<b>-</b>	131
	<b>56,110</b>	49,665

**11 Operating Surplus/(Deficit) is stated after charging**

	<b>2021 £</b>	<b>2020 £</b>
Depreciation on tangible fixed assets	<b>1,685</b>	2,017
Independent examination fee	<b>1,620</b>	1,800
	<b>3,305</b>	3,817

**12 Staff Costs**

	<b>Note</b>	<b>2021 £</b>	<b>2020 £</b>
Wages and salaries		<b>113,087</b>	128,263
Social security costs		<b>(563)</b>	4,401
Pension costs		<b>1,254</b>	1,929
	<b>9</b>	<b>113,778</b>	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**

		<b>2021</b>	2020
		<b>Number</b>	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	<b>9</b>	12

**13 Defined contribution pension scheme**

	<b>Note</b>	<b>2021</b>	2020
		<b>£</b>	£
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 £
<b>Cost</b>			
As at 1 April 2020	3,886	17,485	<b>21,371</b>
Additions	4,520	-	<b>4,520</b>
Disposals	-	-	-
<b>As at 31 March 2021</b>	<b>8,406</b>	<b>17,485</b>	<b>25,891</b>
<b>Depreciation</b>			
As at 1 April 2020	2,608	14,915	<b>17,523</b>
Charge for the year	828	857	<b>1,685</b>
Eliminated on disposal	-	-	-
<b>As at 31 March 2021</b>	<b>3,436</b>	<b>15,772</b>	<b>19,208</b>
<b>Net book value</b>			
<b>As at 31 March 2021</b>	<b>4,970</b>	<b>1,713</b>	<b>6,683</b>
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	<b>1,379</b>	2,813
	<b>1,379</b>	8,541

**LUDUS DANCE**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**18 Creditors: amounts falling due within 1 year**

	<b>2021</b>	2020
	<b>£</b>	£
Trade creditors	<b>2,423</b>	2,893
Social security and other taxes	<b>1,265</b>	3,527
Accruals and deferred income	<b>27,460</b>	3,728
	<hr/> <b>31,148</b> <hr/>	<hr/> 10,148 <hr/>

**19 Deferred income**

	<b>2021</b>	2020
	<b>£</b>	£
As at 1 April 2020	-	5,289
Released in the year	-	(5,289)
Additions in the year	-	-
	<hr/> <b>-</b> <hr/>	<hr/> - <hr/>
<b>As at 31 March 2021</b>	<hr/> <b>-</b> <hr/>	<hr/> - <hr/>

**20 Commitments under operating leases**

Shortly after 31<sup>st</sup> March 2016 the company entered into 4 new lease agreements that resulted in annual commitments under non-cancellable operating leases as set out below:

	<b>2021</b>	2020
	<b>£</b>	£
Operating leases which expire:		
Within 1 year	-	735
Within 2 to 5 years	-	1,471
	<hr/> <b>-</b> <hr/>	<hr/> 2,206 <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 £
<b>Unrestricted reserves</b>					
Designated fund	6,250	-	-	-	<b>6,250</b>
General funds	133,579	147,806	(162,174)	-	<b>119,211</b>
<b>Total unrestricted reserves</b>	<b>139,829</b>	<b>147,806</b>	<b>(162,174)</b>	<b>-</b>	<b>125,461</b>
<b>Restricted reserves</b>					
ACE Catalyst	1,612	-	-	-	<b>1,612</b>
Bounce Back	4,680	-	(438)	-	<b>4,242</b>
BBC Children in Need	8,625	43,885	(15,624)	-	<b>36,886</b>
Great Place Lakes and Dales	1,769	-	(1,415)	1,100	<b>1,454</b>
Inclusion in Motion	250	-	-	-	<b>250</b>
Lancaster Arts Partnership	1,593	-	-	-	<b>1,593</b>
Occupied	1,100	-	-	(1,100)	<b>-</b>
Shifting Focus	1,500	-	-	-	<b>1,500</b>
Springforward	448	-	-	-	<b>448</b>
The Areti Charitable Trust	6,580	-	(499)	-	<b>6,081</b>
Yorkshire Dales Millennium Trust	83	-	-	-	<b>83</b>
CJRS Grant	-	9,995	(9,995)	-	<b>-</b>
Borderlines	-	1,494	-	-	<b>1,494</b>
<b>Total restricted reserves</b>	<b>28,240</b>	<b>55,374</b>	<b>(27,971)</b>	<b>-</b>	<b>55,643</b>
<b>Total reserves</b>	<b>168,069</b>	<b>203,180</b>	<b>(190,145)</b>	<b>-</b>	<b>181,104</b>

**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 £
<b>Unrestricted reserves</b>					
Designated fund	6,250	-	-	-	<b>6,250</b>
General funds	115,850	210,322	(192,593)	-	<b>133,579</b>
<b>Total unrestricted reserves</b>	<b>122,100</b>	<b>210,322</b>	<b>(192,593)</b>	<b>-</b>	<b>139,829</b>
<b>Restricted reserves</b>					
ACE Catalyst	7,674	-	(6,062)	-	<b>1,612</b>
Bounce Back	-	9,943	(5,263)	-	<b>4,680</b>
BBC Children in Need	-	24,768	(16,143)	-	<b>8,625</b>
Community Foundation for Lancas	450	-	-	(450)	-
Garrick Trust	2,560	-	(3,120)	560	-
Great Place Lakes and Dales	-	10,000	(8,231)	-	<b>1,769</b>
HLF	4,978	5,006	(9,876)	(108)	-
Inclusion in Motion	-	6,300	(6,050)	-	<b>250</b>
Lancaster Arts Partnership	2,068	495	(970)	-	<b>1,593</b>
Occupied	-	1,100	-	-	<b>1,100</b>
Shifting Focus	2,500	-	(1,000)	-	<b>1,500</b>
Springforward	450	-	-	(2)	<b>448</b>
The Areti Charitable Trust	-	6,580	-	-	<b>6,580</b>
Yorkshire Dales Millennium Trust	1,000	-	(917)	-	<b>83</b>
<b>Total restricted reserves</b>	<b>21,680</b>	<b>64,192</b>	<b>(57,632)</b>	<b>-</b>	<b>28,240</b>
<b>Total reserves</b>	<b>143,780</b>	<b>274,514</b>	<b>(250,225)</b>	<b>-</b>	<b>168,069</b>

**LUDUS DANCE**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**22 Analysis of net assets between funds**

***Current year***

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

***Prior year***

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total £</b>
Fund balances at 31 March 2020 are represented by:			
Tangible fixed assets	3,848	-	<b>3,848</b>
Current assets	135,981	28,240	<b>164,221</b>
	139,829	28,240	<b>168,069</b>