

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**



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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

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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 Esmée 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.

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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

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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 Esmée 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.

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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.

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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 Esmée 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 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	-	-	-
	-	-	-
	Unrestricted funds £	Restricted funds £	Total 2024 £
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 Number	2024 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
	7,664	6,995

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	-	-

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	-
	34,974	3,725

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
	118,368	-	118,368

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
	129,565	-	129,565