

# **DANCEWEST.**

**DanceWest London Limited  
(Limited by Guarantee)**

**Annual Report and Unaudited Financial Statements**

**For the year ended 31 March 2025**

**Company Registration No. 10991191**

**Charity Registration No. 1179424**

# DanceWest London Limited

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# **DanceWest London Limited**

## **Annual Report and Financial Statements 2025**

### **Reference and Administrative Details**

#### **Trustees (who are also Directors for the purposes of company law)**

Maria Polydorou (Chair)

Jennifer Whatson (Treasurer) (Appointed 24 February 2025)

Rosie Whitney-Fish (Appointed 11 September 2024) (Resigned 28 September 2025)

Anyia Todd (Resigned 8 January 2025)

Susan Lynn Whiddington (Resigned 8 January 2025)

Lisa Ardley-Price (Appointed 11 September 2024)

Giorgio Christou (Appointed 11 September 2024)

Frances Hedges (Appointed 11 September 2024)

Lesley Main (Appointed 11 September 2024)

Ida Ossone Mane Emane (Appointed 11 September 2024)

#### **Chief Executive**

Rosie Whitney-Fish (Resigned 11 September 2024)

#### **Directors of Programmes**

Julia Fitzelle (Appointed 8 April 2024, Resigned 18 July 2025)

Rosie Whitney-Fish: Acting interim Consulting Director (Appointed 14 July 2025)

#### **Registered office**

Sands End Arts and Community Centre  
Peterborough Road  
London  
SW6 3EZ

#### **Bankers**

HSBC  
King Street  
London  
W6 0DF

#### **Solicitors**

Dechert LLP  
25 Cannon Street  
London  
EC4M 5UB

#### **Independent Examiners**

Breckman & Company Ltd  
Chartered Certified Accountants  
49 South Molton Street  
London  
W1K 5LH

# DanceWest London Limited

## Annual Report and Financial Statements 31 March 2025

### Chair's Statement

I was appointed Chair of DanceWest on 8 January 2025, and it is a genuine privilege to lead an organisation so deeply rooted in creativity, inclusion, and community wellbeing. I've been inspired by the dedication of our Board of Trustees, staff, and freelance artists, whose resilience and care have carried DanceWest through a year of consolidation and renewal.

In 2024/25, DanceWest continued to deliver high-quality programmes across west London - engaging children and young people, older adults, and disabled participants through dance and movement. Our work remained firmly grounded in accessibility and health, and we are proud to have reached over 1,000 unique participants through our studio, outreach, and festival programmes. Behind this number are children discovering confidence through dance, young people building resilience, and older adults staying active and connected. These stories remind us that DanceWest is more than classes — it is a community of people whose lives are enriched through movement. While demand for our services continues to grow, we also recognise the challenges of operating in a competitive funding environment and the wider pressures facing the charity and arts sector.

We strengthened our governance during the year by expanding the Board to eight trustees, each bringing diverse expertise and lived experience. This has positioned DanceWest to better meet the evolving needs of the communities we serve and to navigate future growth with confidence. We also took steps to reinforce our financial stewardship, ensuring resources were managed carefully and laying stronger foundations for long-term sustainability.

As we move into 2025/26, the Board has introduced a new leadership structure designed to build stability and expand capacity. This will enable us to bring in the skills and experience needed to support growth, while ensuring DanceWest remains financially resilient and able to respond effectively to community needs.

Looking ahead, DanceWest is entering a new chapter—one defined by deeper impact, stronger infrastructure, and renewed advocacy for dance as a vital tool for social connection and public health. DanceWest's role has never been more necessary, and we intend to be bolder in championing the case for dance as a vital force for health, inclusion, and community connection. I'm excited about what lies ahead and confident in the team's ability to deliver our mission with integrity, creativity, and ambition.



Maria Polydorou, Chair

Date: 28 January 2026

# **DanceWest London Limited**

## **Annual Report and Financial Statements 31 March 2025**

### **Trustees' Annual Report (incorporating a Directors' Report)**

The trustees present their annual report together with the financial statements of the charity for the year ended 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 (FRS102). The reference and administrative details set out on page 1 form part of this report.

#### **Constitution**

The company is a private company limited by guarantee registered in EW England & Wales, company number 10991191 incorporated under the Companies Act and its governing document is its Memorandum and Articles of Association. The company is also a registered charity with the Charity Commission, number 1179424.

#### **Trustees and Directors**

The directors of the charitable company ("the charity") are its trustees for the purpose of charity law and throughout this report are referred to as trustees.

#### **Recruitment, appointment and induction of trustees**

DanceWest is governed by a voluntary board of trustees who are not remunerated or paid expenses. The board has responsibility for the management of the charity (day to day responsibility was delegated to the Chief Executive role initially, replaced with the Director role during the year and has since reverted to a Chief Executive role again), its resources and ensuring its financial wellbeing. As a small charity, trustees take an active role; attending end of term events, performances and meetings and having involvement in fundraising bids and events. Our board members share their skills generously and are recruited to ensure expertise in each of the areas necessary to operate effectively. At present DanceWest is supported by a diverse and experienced Board of Trustees who bring expertise from across the arts, governance, financial management, strategic development and HR support. Together, they provide strategic leadership and governance to ensure the charity fulfils its mission. For more information about our trustees, please visit our website: <https://www.dancewest.co.uk/>

Trustees are selected based on a skills audit and are provided with a comprehensive induction training prior to joining. All trustee positions are provided with a written role specification.

#### **Organisational structure and key management personnel**

*The DanceWest team was led during the year by its Director (previously and since, its Chief Executive) and supported by one full-time member of staff. During the year we worked with an average of 50 freelance dance specialists to deliver our work. The key management personnel of the charity, responsible for directing and controlling, running and operating the charity on a day-to-day basis comprise the trustees together with the Director or Chief Executive. The trustees do not receive remuneration for their services as trustees.*

#### **Mission, objects and activities**

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

# DanceWest London Limited

## Annual Report and Financial Statements 31 March 2025

### Trustees' Annual Report (incorporating a Directors' Report)

#### Mission, objects and activities (continued)

DanceWest's mission is to engage people of all ages and abilities in high quality dance activity, improving the mental and physical health and wellbeing of all people through dance. We believe that dance enriches lives and is a catalyst for positive change in our community.

DanceWest's vision is to:

- Encourage everyone to participate in dance
- Use dance to respond to local and individual need
- Be open and accessible to everyone

Since 2015, DanceWest has pioneered equal access to dance, health, and wellbeing activities in West London. We support people with poor physical or mental health, those facing social or economic disadvantage, and those at risk of isolation to lead happier and healthier lives. We prioritise people on low incomes, those at risk of food poverty, and those who are inactive.

DanceWest collaborates with the voluntary sector, local authorities, schools, housing associations, and health providers to deliver a varied programme of activities. During this reporting period, we delivered over 75 weekly classes and activities across multiple boroughs, alongside community events, performances, and artist development opportunities.

*"We believe that dance has the power to change everyone's lives and we believe that everyone should have the opportunity to access it."*

We monitor and evaluate all services to ensure they are responsive to the changing needs of our beneficiaries. We work closely with our partners to deliver, advertise, and promote our programmes, many of which act as a lifeline for the most isolated and marginalised members of the community. All our services give harder-to-reach communities the opportunity to build physical and emotional confidence, improve strength and mobility, and reduce isolation by being part of a creative and supportive community.

The trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011 to have due regard to the guidance issued by the Charity Commission on public benefit, including Public Benefit: Running a Charity (PB2).

The charity's objects are:

- <sup>1</sup> To advance the education of the general public (of all ages and abilities) for the public benefit in the art of dance via classes, workshops, and performances, and in doing so nurture talent, diversity, and excellence in dance through participation and learning.
- 2 To improve the mental and physical health of the general public for the public benefit through dance and performing arts-related activities at a significantly reduced rate.

Our charitable purposes are delivered through:

- **Community Projects** – improving health and wellbeing, giving access to dance directly in our communities, identifying local needs, and responding to them
- **Classes** – providing affordable and inclusive classes for children, young people, and adults
- **Programmes for Schools** – supporting dance inside and outside of the curriculum
- **Events and Performances** – curating and producing performances and community dance events
- **DanceWest Network** – offering professional development, employment, and networking opportunities for dance artists

# DanceWest London Limited

## Annual Report and Financial Statements 31 March 2025

### Trustees' Annual Report (incorporating a Directors' Report)

#### Mission, objects and activities (continued)

All DanceWest services are co-designed with the communities they are for. Everything we deliver is informed by consultation and direct requests from participants and partners.

#### Achievements and review of performance in the year

During 2024/25, the economic pressures of the cost of living crisis and the competitive funding environment continue to present themselves, which meant that many of the communities we serve faced heightened challenges. DanceWest adapted its operations to continue supporting families, older adults, and vulnerable groups most at risk. Examples include using the DanceWest Studio as a warm and welcoming hub, combining activities with information sessions and signposting to other support services, and offering pay what you can or free access where needed.

#### Participation and reach

During the year, DanceWest engaged **2,271 unique participants** through **1,473 sessions**, generating **15,455 incidents of engagement**.\*

Our programmes took place across Hammersmith & Fulham, Westminster, Brent, and the Royal Borough of Kensington & Chelsea, Richmond, Hounslow and Kingston, as well as in schools, libraries, and community venues. We continued to focus on the groups most in need: older adults, disabled people, those with long-term health conditions, and children and young people from low-income families.

#### Programme highlights

##### ***Make Dance Here***

Our artist residency programme provided emerging choreographers and dance artists with subsidised studio space, creative mentoring, and a public platform to share their work. Residencies ran for 10 weeks, with artists developing new pieces that were showcased at the DanceWest Studio, strengthening the local dance ecology.

##### ***Dancing Books*** (supported by Hammersmith United Charities and LBHF)

Delivered in three LBHF libraries, this early years programme combined movement and storytelling to promote literacy and creativity. This year saw almost 500 participants engaged, with successful pilots for adults 60+ and adults with SEND broadening its reach.

##### ***Fit & Fed Holiday Clubs*** (in partnership with LBHF, Let Me Play, Thomas's Foundation and others)

Offering free holiday activities and nutritious meals, Fit & Fed continued to address holiday hunger and inactivity among children and young people. Provision for SEND participants grew, with fully booked sessions for 5–10 year olds and waiting lists for younger age groups. Families also received supermarket vouchers, recipe boxes, and daily hot meals to support wellbeing at home.

##### ***Move to Health*** (supported by LBHF Warm Hubs, Daisy Trust, Dr Edward & Bishop King)

This programme delivered weekly classes across Hammersmith & Fulham for adults 60+, people with long term health conditions, and those facing isolation. Alongside dance activity, participants were welcomed into warm, safe spaces where they could socialise, access refreshments, and connect with local services.

\*Incidents of engagement count every time someone takes part in a session — for example, if 10 people attend a weekly class for six weeks, that's still 10 participants, but 60 incidents of engagement.

# DanceWest London Limited

## Annual Report and Financial Statements 31 March 2025

### Trustees' Annual Report (incorporating a Directors' Report)

#### Achievements and review of performance in the year (continued)

##### Programme highlights (continued)

***Dance for Dementia*** (funded by Co-op Community Fund, Wandsworth Grant Fund, Imperial Health, LBHF)

Specialist sessions were delivered in care homes, community centres, sheltered housing, and Trinity Hospice. Classes supported both people living with dementia and their carers, fostering joy, connection, and improved wellbeing. Delivery was enhanced by targeted CPD for artists to ensure inclusive and engaging experiences.

##### ***Groove to Health*** (supported by NHS West London, Sobus, and Mencap)

Weekly dance and yoga sessions for disabled and learning disabled adults promoted physical activity, social inclusion, and improved mental health. The programme was co-designed with participants and partners, ensuring it met both individual and community needs.

#### ***Community Events & Outreach***

In 2024/25, DanceWest expanded its outreach work to reach new audiences and strengthen community connections. We delivered free pop-up workshops at local festivals, summer fairs, and library open days, giving residents the chance to experience dance in an informal setting. We partnered with Imperial Health and local GPs to bring taster sessions into healthcare and community settings, engaging people who might not otherwise access arts activities. At Sands End Arts & Community Centre, we hosted drop in dance tasters during open days and seasonal events, attracting new local participants. We also introduced bespoke SEND friendly tasters at public events to ensure accessibility for disabled children and adults. Finally, our birthday party offer was expanded from basic hires to fully themed, dance led packages with optional catering and décor, boosting both engagement and unrestricted income.

This year also saw the launch of a new partnership with École Jeannine Manuel school in London. We began delivering tailored dance sessions for pupils, introducing our work to a new community and fostering cultural exchange. The success of this initial collaboration has opened the door to expanding for other local schools.

#### Evidence of Demand and Impact

Across multiple programmes, waiting lists and repeat attendance reflected strong community demand. Participant feedback consistently highlighted improvements in confidence, mobility, and social connection, reinforcing the role DanceWest plays in addressing isolation and promoting wellbeing.

#### **Goals for 2025/26**

##### **- Strengthen Leadership & Operations**

Recruit a Chief Executive Officer and build a stable onsite team to support programme delivery and organisational growth.

##### **- Expand Programme Reach**

Grow our core programmes, including Move to Health, Fit & Fed Holiday Clubs, and Dance for Dementia, into new boroughs and underserved communities.

##### **- Secure Sustainable Funding & Increase Revenue**

Pursue multi-year core funding and increase unrestricted income through studio hires, commissioned work, and paid classes.

##### **- Enhance Impact & Evaluation**

Improve internal systems to better monitor outcomes, evidence impact, and communicate value to funders and stakeholders.



# DanceWest London Limited

## Annual Report and Financial Statements 31 March 2025

### Trustees' Annual Report (incorporating a Directors' Report)

#### Goals for 2025/26 (continued)

##### - Build National Visibility

Lay the groundwork for taking DanceWest's model nationwide by developing strategic partnerships and expanding our advocacy efforts.

#### Plans to deliver those goals in 2025/26

In 2025/26, DanceWest will focus on programme growth, organisational restructuring, and building a stronger operational foundation to ensure long-term sustainability in a challenging arts funding climate.

##### Programme delivery

DanceWest Fest 2025 took place in the summer of 2025 in partnership with Kingston Council and the Rose Theatre, showcasing both community groups and commissioned professional artists. The event celebrated diversity in dance and provided valuable performance opportunities for all ages and abilities, attracting audiences from both local boroughs and further afield.

Expand Move it Mondays, Move to Health, and Groove to Health to reach more older adults, disabled participants, and people with long-term health conditions.

Continue developing SEND provision, with a particular focus on younger children and bespoke inclusive holiday programmes.

Maintain and grow successful programmes such as Dancing Books, Fit & Fed, and Dance for Dementia, strengthening partnerships with councils, health providers, and community organisations, while expanding into additional boroughs to scale our impact.

##### Organisational development

Recruit and onboard a new Chief Executive Officer with a focus on fundraising, strategy, and stakeholder engagement, subject to securing funding by summer 2026 for a Q3/Q4 start.

Bring structure and stability to the onsite team by employing a full time Receptionist & Administrator to provide a welcoming community presence and support programme delivery from September.

Appoint a freelance Project Manager to oversee project coordination, with scope to develop into a full time position as the organisation and programs grow.

##### Financial sustainability

Secure multi year core funding to stabilise operations and reduce reliance on short term project grants.

Increase unrestricted income through higher utilisation of studio space (targeting reduced vacancy from 70% to 40%), growth in birthday party and private hire bookings, and expansion of commissioned work for schools and community organisations.

Introduce targeted marketing to boost paid class participation, with incentives for trial attendance and loyalty.

Engage with new partnerships across other councils and private businesses.

# DanceWest London Limited

## Annual Report and Financial Statements 31 March 2025

### Trustees' Annual Report (incorporating a Directors' Report)

#### Plans to deliver those goals in 2025/26 (continued)

##### Capacity building & skills development

Provide management development and coaching for staff, including delegation, performance management, and strategic planning.

Explore sector wide staffing opportunities beyond the dance and cultural industries to bring in fresh perspectives and best practice in charity leadership.

Improve internal systems, including monitoring and evaluation frameworks, to better evidence impact for funders and stakeholders.

##### Strategic growth

Ensure current programmes are delivered consistently, with strong participant numbers, while simultaneously expanding our local offering to reach new audiences.

Prepare to take DanceWest's programme offering nationally across the UK within three years, with 2025/26 serving as a preparation year to expand funding opportunities, develop strategic partnerships, and lay the operational groundwork for this transition.

##### Communications and engagement

Launch a refreshed website to enhance online visibility, simplify class booking, and increase donations.

Strengthen social media presence with consistent, brand aligned content, ensuring all platforms reflect DanceWest's mission and impact stories.

Increase community outreach through festivals, healthcare partnerships, and SEND friendly events to attract new audiences and deepen engagement with existing ones.

#### **Financial Review**

DanceWest's total income for the year ending 31 March 2025 amounted to £315,156 (2024: £289,276). The dominant income source remains restricted grant income of £148,702, (2024: £173,974) that has been applied for, to run specific charitable activities. Total expenditure for the year amounted to £264,282 (2024: £277,133). This year more spend has been made from restricted funds £211,832 (2024: £125,209) allowing the charity to increase its unrestricted funds carried forwards compared to prior years. Total funds carried forwards amount to £156,487 (2024: £105,613) of which £118,760 (2024: £4,756) is unrestricted and £37,727 (2024: £100,857) is restricted.

#### **Reserves policy**

DanceWest's aim is to hold free reserves at a level that covers three months' core expenditure costs; approximately £17,000 based on the 2025 accounts. This is assessed at the level needed to ensure we are either able to continue operating through, or else wind up the charity sufficiently due to, unexpected events or significant decreases in income.

# **DanceWest London Limited**

## **Annual Report and Financial Statements 31 March 2025**

### **Trustees' Annual Report (incorporating a Directors' Report)**

#### **Reserves policy (continued)**

As at 31 March 2025 the charity's free reserves (unrestricted funds) were £118,760, equating to approximately 21 months of core expenditure costs, and are therefore above the target level. This surplus has arisen largely due to the timing of lump sum unrestricted funding receipts near the year end that will be spent in the following year and therefore is a temporary surplus that will reduce again. As DanceWest is still a young charity and reliant upon grant funding as its dominant source of income, most of its funding is received as restricted funding and spent on specific projects only. The trustees have prepared a three year plan and budgets that take into account the desire to stabilise the charity's unrestricted funding level, including increasing the offering of income generating classes and securing more school and commissioned projects that all generate unrestricted income.

#### **Going concern**

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties related to events or conditions that cast significant doubt on the charity's ability to continue as a going concern exist. The charity is dependent on the continued success of applications to grant awarding bodies. The trustees believe that the charity will continue to receive sufficient support from such income. The trustees have reviewed the level of funds and cash balances held and the expected level of income and expenditure for twelve months from the date of authorising these financial statements and consider these to be sufficient for the charity to be able to continue as a going concern. This is based on current cash reserves, secured grant income, and projected earned income.

#### **Key risks and uncertainties**

DanceWest operates in a challenging environment where external risks can significantly impact its sustainability. The trustees continue to mitigate these risks through a robust risk management plan, the maintenance of a live risk register, and quarterly board meetings to review emerging challenges.

Despite these efforts the following risks remain critical:

##### Unrestricted income

The ongoing cost of living crisis continues to create uncertainty around income generation. Many participants face financial pressures that reduce their ability to pay for classes, studio hire, and other services, while DanceWest faces rising overheads. Reliance on project based grant income means that unrestricted funding, which is essential for covering core costs such as rent, utilities, and staffing, remains below target. To address this, the charity will focus on increasing earned income from studio hire, parties, and commissioned work, as well as prioritising multi-year core funding applications in 2025/26.

##### Competitive funding landscape

The post pandemic environment, combined with wider sector cuts, has intensified competition for limited grant funding. Larger and more established charities often benefit from recurring donor support, creating additional barriers for newer or smaller organisations. DanceWest is responding by diversifying its funding streams, building stronger corporate partnerships, and expanding its eligibility for more grant schemes by demonstrating a wider geographical reach and national ambitions.

# DanceWest London Limited

## Annual Report and Financial Statements 31 March 2025

### Trustees' Annual Report (incorporating a Directors' Report)

#### Key risks and uncertainties (continued)

##### Participant Retention and Attendance

Reduced attendance in certain programmes, and fluctuating demand for paid classes pose a risk to both impact and income. Economic pressures, transport costs, and competing leisure options have contributed to these challenges. Alongside this, maintaining strong and trusted relationships with our teachers is essential to delivering high-quality programmes. To mitigate this, the charity will invest in targeted marketing campaigns, introduce loyalty incentives, and expand outreach to underrepresented groups to sustain participation levels.

##### Sector wide challenges and administrative burden

Significant changes in the arts and charity sectors, including increased compliance requirements, monitoring and reporting obligations, and reduced public sector funding, place additional strain on small organisations with lean staffing structures. The charity is addressing this by strengthening its administrative capacity through the planned recruitment of a full time Receptionist & Administrator, and by introducing improved systems for monitoring and evaluation.

##### Leadership transition risk

The planned recruitment of a new CEO brings both opportunity and risk. Leadership changes can create short term uncertainty for staff, funders, partners and the community. To manage this, the board has developed a clear recruitment plan, will maintain transparent communication with stakeholders, and will ensure continuity in programme delivery through strong operational support.

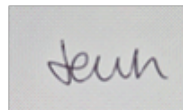
The trustees remain committed to addressing these risks proactively by implementing strategic fundraising efforts and expanding outreach. DanceWest aims to ensure its long term sustainability and continue delivering valuable services to the community.

This report has been prepared in accordance with the provisions of the Companies Act 2006 relating to small companies.

This report was approved by the Board of Trustees on 28 January 2026 and signed on its behalf by:



.....  
Maria Polydorou, Chair  
Trustee



.....  
Jennifer Watson, Treasurer  
Trustee

# DanceWest London Limited

## Annual Report and Financial Statements 31 March 2025

### Independent Examiner's report to the Trustees of DanceWest London Limited

I report on the accounts of the company for the year ended 31 March 2025, which are set out on pages 12 to 25.

#### Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of The Association of Chartered Certified Accountants.

Having satisfied myself that the charity is not subject to an audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

#### Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

#### Independent examiner's statement

In connection with my examination, no matter has come to my attention

- 1 which gives me reasonable cause to believe that in, any material respect, the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

- 2 to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Richard Nelson FCCA

Breckman & Company Limited Chartered Certified Accountants  
49 South Molton Street, London, W1K 5 LH

Date: 28 January 2026....

# DanceWest London Limited

## Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 31 March 2025

	Note	2025 Unrestricted Funds £	2025 Restricted Funds £	2025 Total Funds £	2024 Unrestricted Funds £	2024 Restricted Funds £	2024 Total Funds £
<b>Income from:</b>							
Donations and legacies	2	2,542	-	2,542	12,084	-	12,084
Income from charitable activities	3	163,912	148,702	312,614	103,218	173,974	277,192
<b>Total Income</b>		<b>166,454</b>	<b>148,702</b>	<b>315,156</b>	<b>115,302</b>	<b>173,974</b>	<b>289,276</b>
<b>Expenditure on:</b>							
Raising funds	5	396	-	396	2,600	-	2,600
Charitable activities	6	52,054	211,832	263,886	149,324	125,209	274,533
<b>Total Expenditure</b>		<b>52,450</b>	<b>211,832</b>	<b>264,282</b>	<b>151,924</b>	<b>125,209</b>	<b>277,133</b>
<b>Net income/ (expenditure) for the year</b>	9	<b>114,004</b>	<b>(63,130)</b>	<b>50,874</b>	<b>(36,622)</b>	<b>48,765</b>	<b>12,143</b>
Transfers between funds	17 & 18	-	-	-	-	-	-
<b>Net movement in funds</b>		<b>114,004</b>	<b>(63,130)</b>	<b>50,874</b>	<b>(36,622)</b>	<b>48,765</b>	<b>12,143</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		4,756	100,857	105,613	41,378	52,092	93,470
Total funds carried forward	17 & 18	<b>118,760</b>	<b>37,727</b>	<b>156,487</b>	<b>4,756</b>	<b>100,857</b>	<b>105,613</b>

There are no other recognised gains or losses other than those listed above and the net expenditure for the year.

All income and expenditure derives from continuing operations.

The notes on pages 14 to 25 form part of these financial statements.

# DanceWest London Limited

## Balance sheet

As at 31 March 2025

	Note	2025 £	£	2024 £	£
<b>Fixed assets</b>					
Tangible assets	13		10,339		12,897
<b>Current assets</b>					
Debtors	14	37,157		5,035	
Cash at bank and in hand		<u>137,433</u>		<u>141,123</u>	
		174,590		146,158	
<b>Liabilities</b>					
Creditors: amounts falling due within one year	15	(28,442)		(53,442)	
<b>Net current assets</b>			146,148		92,716
<b>Net assets: Total assets less current liabilities</b>			<u><u>156,487</u></u>		<u><u>105,613</u></u>
<b>Funds</b>					
Unrestricted funds	17		118,760		4,756
Restricted funds	18		37,727		100,857
<b>Total charity funds</b>			<u><u>156,487</u></u>		<u><u>105,613</u></u>

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

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

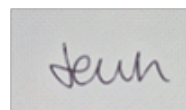
The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the provisions of the Companies Act 2006 applicable to companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees on 28 January 2026 and signed on their behalf by:



Maria Polydorou, Chair  
Trustee



Jennifer Watson, Treasurer  
Trustee

Company Registration No.10991191

The notes on pages 14 to 25 form part of these financial statements.

# DanceWest London Limited

## Notes to the financial statements

### For the year ended 31 March 2025

#### 1 Accounting policies

The principal accounting policies which have been applied consistently in both the current and prior years are as follows:

##### **Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued in October 2019) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

##### **Going concern**

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties related to events or conditions that cast significant doubt on the charity's ability to continue as a going concern exist. The charity is dependent on the continued success of applications to grant awarding bodies. The trustees believe that the charity will continue to receive sufficient support from such income. The trustees have reviewed the level of funds and cash balances held and the expected level of income and expenditure for twelve months from the date of authorising these financial statements and consider these to be sufficient for the charity to be able to continue as a going concern. This is based on current cash reserves, secured grant income, and projected earned income.

##### **Incoming resources**

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the funds, any performance conditions attached to the income have been met or are fully within the control of the charity, there is sufficient certainty that the receipt of the income is considered probable and the amount can be reliably measured. Total incoming resources for the year have been derived from the principal activity undertaken wholly in the UK.

##### Individual donations

Cash donations are recognised upon receipt.

##### Charitable activities income

Grants and donations from awarding bodies are recognised as income in the year in which they are receivable, except as follows:

- when donors specify the income relates to a future accounting year the income is deferred to that year
- when donors impose conditions which must be fulfilled prior to the charity becoming entitled to the income the income is deferred until the conditions are met

Theatre related income including box office ticket sales, performance fees and miscellaneous related income is recognised in the year in which the performance takes place.



# DanceWest London Limited

## Notes to the financial statements

### For the year ended 31 March 2025

#### 1 Accounting policies (continued)

##### Incoming resources (continued)

Space hire, workshops, school and class income is recognised in the year in which the event takes place.

Volunteer time is not recognised in line with Charities SORP FRS102.

##### Resources expended

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when there is a legal or constructive obligation to make a payment, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Cost of raising funds expenditure includes all direct costs incurred in attracting donations and activities that raise funds. At present no support costs are allocated to raising funds.

Charitable activities expenditure includes all direct costs incurred in activities that deliver the charity's primary charitable objects as described in the trustees' report plus allocated support (including governance) costs. At present the charity identifies one charitable activity of theatre production.

Support costs represent indirect expenditure on the administrative and overhead costs associated with running the charity and its premises as well as governance costs associated with the constitutional and statutory compliance obligations of running the charity. Support costs are wholly attributable to the one charitable activity currently undertaken.

##### Tangible fixed assets and depreciation

Individual fixed assets costing £1,000 or more are capitalised at cost. Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Leasehold property improvements	Straight line over the life of the lease
Fixtures, fittings and equipment	Straight line over three years

##### Debtors

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

##### Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

# **DanceWest London Limited**

## **Notes to the financial statements**

### **For the year ended 31 March 2025**

#### **1 Accounting policies (continued)**

##### **Creditors and provisions**

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

##### **Fund accounting**

Funds held by the charity are either:

Unrestricted general funds - funds that can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds - funds that can only be used for particular restricted purposes, narrower than but within the wider objects of the charity. Restrictions arise when specified by the donor or when funds are raised with particular restrictions advertised to donors by the charity in fundraising materials.

##### **Pensions**

The charity operates a defined contribution pension scheme. Contributions are charged to the statement of financial activities as they become payable in accordance with the rules of the scheme.

##### **Taxation**

The charity is not liable to corporation tax as its income falls within the various exemptions available to registered charities. Income levels are monitored against thresholds regularly.

##### **Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value, and subsequently measured at their settlement value (with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method).

##### **Significant accounting estimates and judgements**

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually.

# DanceWest London Limited

## Notes to the financial statements

### For the year ended 31 March 2025

#### 2 Donations and legacies

	2025	2024
	£	£
Donations from individuals	2,542	12,084
	<u>2,542</u>	<u>12,084</u>

#### 3 Income from charitable activities

	2025	2024
	£	£
<u>Theatre income</u>		
Grant income (note 4)	187,917	173,974
Schools and classes	80,415	68,119
Box office ticket sales	135	5,626
Workshop income	1,150	4,365
Space hire	9,913	8,605
Commissioned projects	25,920	9,278
Sundry theatre income	75	-
Party income	7,089	7,225
	<u>312,614</u>	<u>277,192</u>

#### 4 Grant income

	2025	2024
	£	£
London Borough of Hammersmith & Fulham	43,260	43,938
Ignition Dance Festival Fund (ACE)	-	31,050
John Lyons Charity	14,500	14,500
Lmp CIC	15,983	11,803
London Community	-	10,000
ESC Lottery fund	-	8,550
Hammersmith & Fulham Giving	-	9,666
National Lottery	18,750	14,063
Hammersmith United	8,000	-
Young Hammersmith	-	3,000
Kingston Council	5,000	-
Go London	7,150	-
Hurlingham Club	6,215	5,718
Thomas S Foundation	11,100	-
Garfield Weston Foundation	25,000	-
The Foyle Foundation	21,000	-
Imperial College	5,292	5,292
Dr Edwards and Bishop King's Fulham Charity	4,745	5,000
Others - 3 (2024: 5) smaller grants	1,922	11,395
	<u>187,917</u>	<u>173,974</u>

# DanceWest London Limited

## Notes to the financial statements

### For the year ended 31 March 2025

#### 5 Cost of raising funds

	2025	2024
	£	£
	Total	Total
Fundraising and publicity of the charity	396	2,600
	<u>396</u>	<u>2,600</u>

#### 6 Expenditure on charitable activities

	2025	2024
	£	£
<u>Theatre production costs</u>		
Class teacher and artist fees	99,386	121,424
Staff costs	44,102	30,171
Programme coordination and marketing consultancy	28,499	14,248
Venue hire for projects	8,681	23,234
Property maintenance	4,282	4,548
Holiday club food provision	6,289	-
Event costs	3,650	1,943
Technical support	-	1,000
Costumes and materials	268	611
Sundry costs	317	358
	<u>195,474</u>	<u>197,537</u>
Allocated support costs (note 7)	68,412	76,996
	<u>263,886</u>	<u>274,533</u>

# DanceWest London Limited

## Notes to the financial statements

### For the year ended 31 March 2025

#### 7 Support costs

	2025 £	2024 £
<b>Premises costs</b>		
Rent	38,700	38,700
Rates	5,831	5,266
Project and technical support	-	7,693
Telephone and Wifi	111	116
Depreciation	2,558	2,747
<b>Administrative costs</b>		
Advertising	261	11,095
IT costs	5,036	1,922
Entertaining	106	2,453
Printing, postage and stationery	740	1,877
Insurance	742	-
Equipment	322	-
Travel	66	677
Subscriptions and licences	87	97
Legal and professional fees	-	13
Bank charges	69	80
<b>Governance costs</b>		
Director salary allocation	8,832	-
Accountancy	3,800	3,360
Professional fees	1,151	900
	<u>68,412</u>	<u>76,996</u>

#### 8 Taxation

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.

#### 9 Net incoming resources for the year is stated after charging:

	2025 £	2024 £
Depreciation of tangible fixed assets	2,558	2,747
Independent Examiner's remuneration:		
Independent Examination	3,600	2,700
Other services	200	600

# DanceWest London Limited

## Notes to the financial statements

### For the year ended 31 March 2025

#### 10 Wages and salaries

	2025 £	2024 £
<b>Staff costs</b>		
Wages and salaries	51,559	29,776
Employer NI costs	355	-
Employer Pension costs	1,020	395
	<u>52,934</u>	<u>30,171</u>

No employee earned £60,000 or more during the year (2024 - Nil).

The trustees consider the key management personnel of the charity to comprise the unremunerated Trustees and remunerated Director (previously titled CEO). The total employee benefits of the key management personnel of the charity were £40,002 (2024 - £19,656).

#### Staff numbers

The average numbers of employees (including casual and part time employed staff) during the year was made up as follows:

	2025 No.	2024 No.
Support staff	<u>2</u>	<u>2</u>

#### 11 Trustees' remuneration and expenses

No trustees received any remuneration or other benefit from their role as trustees of the charity (2024 - £Nil). One member of staff, Rosie Whitney-Fish, left employment and became a trustee during the year; they were remunerated in their tenure as a staff member however received no remuneration from the date of their appointment as trustee onwards.

No expenses were reimbursed to trustees during the year for costs directly relating to their role (2024 - £Nil).

#### 12 Pension

The charity operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers and the scheme is open to all employees. The liability of the employer is limited to the contributions it makes, which amounted to £1,020 (2024 - £395) for the year of which £197 (2024 - £80) remained payable at the year end.

# DanceWest London Limited

## Notes to the financial statements

### For the year ended 31 March 2025

#### 13 Tangible fixed assets

	Short leasehold property £	Fixtures, fittings & equipment £	Total £
<b>Cost</b>			
At 1 April 2024	15,979	3,744	19,723
Additions	-	-	-
Disposals	-	-	-
At 31 March 2025	<u>15,979</u>	<u>3,744</u>	<u>19,723</u>
<b>Accumulated depreciation</b>			
At 1 April 2024	4,792	2,034	6,826
Charge for the year	1,598	960	2,558
Eliminated on disposals	-	-	-
At 31 March 2025	<u>6,390</u>	<u>2,994</u>	<u>9,384</u>
<b>Net book values</b>			
At 31 March 2025	<u>9,589</u>	<u>750</u>	<u>10,339</u>
At 31 March 2024	<u>11,187</u>	<u>1,710</u>	<u>12,897</u>

#### 14 Debtors

	2025 £	2024 £
Trade debtors	5,420	1,400
Other debtors	637	2,633
Prepayments and accrued income	<u>31,100</u>	<u>1,002</u>
	<u>37,157</u>	<u>5,035</u>

#### 15 Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	20,034	2,100
Other creditors	198	10,211
Accruals	3,770	10,626
Deferred income (see note 16)	<u>4,440</u>	<u>30,505</u>
	<u>28,442</u>	<u>53,442</u>

# DanceWest London Limited

## Notes to the financial statements

### For the year ended 31 March 2025

#### 16 Deferred income

Deferred income is made up of the following:

	£
Balance at 1 April 2024	30,505
Amounts released to incoming resources	(30,505)
Amounts received and deferred in the year	4,440
Balance at 31 March 2025	<u>4,440</u>

Deferred income relates to grants received that are either for a specified future time period or performance-related grants where the charity has not yet met the performance criteria and will therefore be recognised as income in a future period.

#### 17 Unrestricted funds

	At 1 April 2024	Incoming resources	Resources expended	Transfers between funds	At 31 March 2025
	£	£	£	£	£
General unrestricted funds	4,756	166,454	(52,450)	-	118,760

#### 18 Restricted funds

	At 1 April 2024	Incoming resources	Resources expended	Transfers between funds	At 31 March 2025
	£	£	£	£	£
Management Services	8,550	19,182	(27,732)	-	-
Studio Class	7,250	14,500	(12,083)	-	9,667
Move to Health	47,155	28,977	(63,141)	-	12,991
Move it Mondays	-	4,450	(4,450)	-	-
Dancing Books	-	23,410	(15,099)	-	8,311
Tea Dance	-	4,215	(4,215)	-	-
Kings Coronation	14,956	-	(14,956)	-	-
Commissioned Projects	-	9,850	(4,292)	-	5,558
Grove to Health	11,811	8,750	(20,561)	-	-
Girls Club	-	4,130	(4,130)	-	-
Holidays	11,135	30,503	(40,438)	-	1,200
Taster Events	-	735	(735)	-	-
	<u>100,857</u>	<u>148,702</u>	<u>(211,832)</u>	<u>-</u>	<u>37,727</u>



# DanceWest London Limited

## Notes to the financial statements

### For the year ended 31 March 2025

#### 18 Restricted funds (continued)

##### Management services

Funded by the ESC Lottery Fund and National Lottery, this allocation supports core staffing costs including the Director, Coordinator, and Receptionist roles. The restricted grants cover salaries and overheads, ensuring DanceWest has the leadership and infrastructure to deliver high-quality programmes. By strengthening organisational capacity, the funding enables sustainable growth and consistent impact across all activities.

##### Studio Class (Bursaries)

Funded by the John Lyons Charity, this programme provides free access to high-quality dance training for children at the DanceWest Studio and the Lyric Theatre Hammersmith, removing financial barriers to participation. The restricted grant covers tutor fees and coordinator support. By opening up opportunities to children from low-income families, the programme nurtures creativity, builds confidence, and ensures every child can benefit from the joy and discipline of dance.

##### Move to Health

Funded by the London Community Foundation (Peabody), Hammersmith & Fulham Giving, Westminster City Council, Imperial College, London Catalyst, DR Edwards & Bis, Daisy Trust, Age UK Westminster, Co-Op Food Group, The Big Give Trust, and the London Borough of Hammersmith & Fulham, this free programme for adults aged 60+ is delivered across seven West London boroughs, recently expanded into Wandsworth. The restricted grants support tutor fees, coordination, venue hire, and refreshments. Sessions encourage regular movement, support physical and mental wellbeing, and help reduce social isolation, particularly in priority areas and communities facing deprivation. Participants consistently report feeling healthier, happier, and more connected thanks to the welcoming, accessible nature of the programme.

##### Move it Mondays

Funded by Go London and Hammersmith & Fulham Mencap, this weekly programme supports older adults and those with long-term health conditions. The restricted grants cover project management, tutor fees, and venue hire. Sessions promote mobility, confidence, and social engagement, offering a consistent and welcoming space for participants to stay active and connected.

##### Dancing Books

Funded by the London Borough of Hammersmith & Fulham and Hammersmith United, this early-years programme is delivered in libraries, combining movement, storytelling, and music to support language and literacy development. The restricted grants cover artist fees, coordination, graphic design, evaluation, and CPD space hire. The programme engages pre-school children and families in priority areas, helping children develop language skills, creative expression, and a love of learning.

##### Tea Dance

Funded by the Hurlingham Club, this celebratory event brought together over 250 older adults in Hammersmith & Fulham. The restricted grant covered live entertainment, taster dance classes, refreshments, and event coordination. The Tea Dance created a joyful, inclusive space where participants could move, connect, and celebrate together, strengthening community ties and reducing isolation.

# DanceWest London Limited

## Notes to the financial statements

### For the year ended 31 March 2025

#### 18 Restricted funds (continued)

##### Kings Coronation

Funded by the London Borough of Hammersmith & Fulham, this programme delivered community dance and wellbeing activities in celebration of the King's Coronation. The restricted grant supported staffing and the employment of a Producer/Director. The initiative encouraged physical activity and civic pride, engaging diverse communities across West London in a shared cultural moment.

##### Commissioned Projects

Funded by Kingston Council and the London Borough of Hammersmith & Fulham, these tailored programmes brought high-quality dance and wellbeing activities directly into community settings. Restricted income covered tutor fees, project coordination, and backstage support. Outcomes included improved physical health, confidence, and social connection, with participants benefiting from creative engagement in familiar environments.

##### Groove to Health

Funded by the London Borough of Hammersmith & Fulham, this free dance and wellbeing initiative for Disabled adults was delivered in partnership with Action on Disability and Mencap. The restricted grants supported inclusive sessions at the Lyric Hammersmith and DanceWest Studio, including staffing and studio costs. The programme promoted confidence, movement, and social connection, offering meaningful opportunities for participants to express themselves and thrive.

##### Girls Club

Funded by LMP C.I.C, this free weekly dance club for girls aged 11–17 combined fun dance classes with monthly talks from inspiring role models. The restricted grant covered tutor fees and coordination. The programme built confidence, supported physical wellbeing, and fostered a sense of community among young women, empowering them to feel active and connected.

##### Holidays

Funded by Go London, LMP C.I.C, the Thomas's Foundation, the Hurlingham Club, and the London Borough of Hammersmith & Fulham, these holiday clubs ran at Easter, summer, and Christmas for children and young people facing food insecurity. Restricted grants supported dance activities, nutritious meals, enrichment sessions, and supermarket vouchers. The programme helped children develop social skills, confidence, and self-esteem, while ensuring access to healthy food and physical activity during school breaks.

##### Taster Events

Funded by the London Borough of Hammersmith & Fulham and Wandsworth Bridge, these short-term dance events were delivered in public spaces to promote DanceWest's programmes and engage new participants. Restricted income covered tutor fees and event coordination. The events increased visibility, encouraged participation, and introduced dance to new audiences in priority areas.

# DanceWest London Limited

## Notes to the financial statements

### For the year ended 31 March 2025

#### 19 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fund balances as at 31 March 2025 are represented by:			
Tangible fixed assets	10,339	-	10,339
Current assets	136,863	37,727	174,590
Current liabilities	(28,442)		(28,442)
	<u>118,760</u>	<u>37,727</u>	<u>156,487</u>

#### 20 Financial commitments

At 31 March 2025 the charity had total commitments under non-cancellable operating leases as follows:

	2025 £	2024 £
Land and buildings:		
Due within one year	38,700	38,700
Due within one to five years	154,800	154,800
Due in over five years	58,050	96,750
	<u>251,550</u>	<u>290,250</u>

#### 21 Related party transactions

The charity received donations from related parties as follows during 2025 (2024: no related party transactions to disclose):

A parent of the Chair of Trustees donated £1,000 to the Charity in the year.

Trustee Giorgio Christou donated £100 through Payroll Give As You Earn in the year.

#### 22 Related party transactions

The private limited company is limited by guarantee, registered in EW - England & Wales, and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1m to the company should it be wound up. At 31 March 2025 there were 8 members.