

---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**UNAUDITED**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

---

**RUSSELL MALIPHANT DANCE COMPANY**  
**(A company limited by guarantee)**

---

---

**CONTENTS**

---

	Page
<b>Reference and administrative details of the Company, its Trustees and advisers</b>	<b>1</b>
<b>Trustees' report</b>	<b>2 - 9</b>
<b>Independent examiner's report</b>	<b>10 - 11</b>
<b>Statement of financial activities</b>	<b>12</b>
<b>Balance sheet</b>	<b>13</b>
<b>Statement of cash flows</b>	<b>14</b>
<b>Notes to the financial statements</b>	<b>15 - 24</b>

---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2023**

---

<b>Trustees</b>	Phillippa Adamson Fleur Derbyshire-Fox Stuart Griffiths OBE Harry MacAuslan, Chair Louise Shand-Brown Hamble Wallace Joseph Henry
<b>Company registered number</b>	10537823
<b>Charity registered number</b>	1183150
<b>Registered office</b>	Jerwood Dance House 1-3 Foundry Lane Ipswich United Kingdom IP4 1 DW
<b>Executive Director</b>	Martin Collins
<b>Artistic Director</b>	Dr Russell Maliphant
<b>Accountants</b>	Nyman Libson Paul LLP Chartered Accountants 124 Finchley Road London NW3 5JS

---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

The Trustees present their annual report together with the financial statements of the company for the year ended 31 March 2023 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

**OBJECTIVES AND ACTIVITIES FOR THE PUBLIC BENEFIT**

For the benefit of the public to advance the arts through the creation and performance of dance, exhibitions or other artistic performances and to advance education by encouraging the understanding and appreciation of the performing arts, particularly the art of dance.

**OUR VISION**

Is to create art, relationships and opportunities through dance.

**OUR MISSION**

Is to push the boundaries of movement, light, music, and the concepts of dance, opening this up to our global audiences through touring, discussion and education.

**OUR AIMS**

We create the conditions within the company where all involved can feel comfortable and supported to produce their best work.

We push the artistic boundaries and methodologies, through innovative, experimental collaborations that combine dance with film, site specific settings and other media.

We challenge conventional ideas and assumptions of what is best practice, and what is expected from our participants in both learning and performance environments.

We champion diversification, critical feedback, environmental understanding, the collection of statistical and ethnographic data, and we embrace the use of empirical evidence to bring about change. We believe listening and learning will help our art be more relevant.

We develop tomorrow's dancers, choreographers, administrators and associate collaborators within professional and community settings.

RMDC's work has a proven strong, loyal core audience and our experimentation in form and medium is aimed at bringing in new and more diverse audiences.

**Russell Maliphant Dance Company (RMDC) objectives are:**

- 1) Creation and Touring of RMDC dance performances across the world
- 2) Education and Research of dance practice and engagement
- 3) Research and Development of the integration and exploitation of digital technologies into performance.

Russell Maliphant Dance Company (RMDC) is a world class contemporary dance company founded on the vision of Olivier award winning choreographer Russell Maliphant, RMDC's Artistic Director. Originally founded in 1996, RMDC is based at DanceEast in Ipswich and occupies a unique space in the UK dance ecology. Over the last 27 years, RMDC has consistently created innovative new dance works exploring the special relationship between light, movement and sound for audiences, professional creatives, emerging talent and young people across the UK.

Russell Maliphant enjoys a world class reputation for his unique contemporary dance choreography, which has been created in partnership with leading collaborators such as Sylvie Guillem, Robert Lepage, Isaac Julian, Michael Hulls, Balletboyz, Panagiotis Tomaras and the Lyon Opera Ballet to name but a few.

Maliphant's language is transdisciplinary, spanning formal classical and improvised contemporary techniques, yoga, capoeira and tai chi, and is heavily influenced by lighting technology, anatomy, rolfing, physiology and



---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

biomechanics.

Seminal works include Vortex, Silent Lines, Push, Broken Fall, The Rodin Project and Critical Mass. Awards include: three Olivier awards, three Critics Circle awards, three Southbank Show awards, two Time Out awards and two Knight of Illumination awards.

The consistent quality and integrity of RMDC's work is testament to Maliphant's artistic vision and talent. Alastair Spalding, Artistic Director and CEO of Sadler's Wells London has observed that "The detail and rigour with which Russell focuses on the 'quality' of movement in his choreographic craft is second to none, and produces choreographic masterpieces".

**2022/23**

**ACHIEVEMENTS AND PERFORMANCES**

1 x tour of Vortex to 9 venues playing to 1,356 audiences  
1 x EDI dance production addressing the ageing bodies (UMBRA)  
3 x digitised education packs (Vortex & Two), and an audiobook of Vortex.  
1 x R&D with Fallen Angels Dance Theatre  
2 x Key note research presentations at IADMS  
2,245 free tickets given away to people from low socioeconomic backgrounds (shows and education)  
16.6k YouTube views  
65 educational workshops delivered  
975 educational workshop attendees

**TOURING AND PERFORMANCES**

In 2022/23 our principal focus was the continued development and touring of Vortex and Silent Lines, a 9 venue tour to 1,356 people:

**Touring Venues:**

- ATG Richmond, London - 5th July 2022
- DanceEast, Ipswich - 30 September & 1st October 2022
- Octagon, North Somerset - 5th October 2022
- Excelsior Studios, London - 11th - 13th & 21st - 22nd & 25th - 28th October 2022
- South Hill Park, Bracknell - 18th October 2022
- Lakeside, Nottingham - 1st November 2022
- Worthing Theatres, Worthing - 22nd November 2022
- Theater de l'Olivier, ISTRES - 10 December 2022

**UMBRA**

Building on last year's production and research with EncoreEast, we created UMBRA, a new production with an over 55's performance company Three Score Dance. Dance offers a wealth of benefits for the ageing body, reminding us that it's not just for the young. As we age, maintaining muscle strength becomes crucial, and dance has proven to be an excellent way to combat muscle loss while improving balance and coordination, reducing the risk of falls and injuries. Moreover, dance can be a powerful pain reliever, with participants in a dance programme able to significantly reduce their reliance on pain medication.

Russell Maliphant Dance Company was thrilled to collaborate with the esteemed Three Score Dance Company, based in Brighton and Hove, on an exciting new performance piece inspired by their current touring production, Vortex.

Led by the visionary Artistic Director, Jason Keenan-Smith, Three Score Dance continued to break barriers and challenge perceptions about dance and ageing. The company provided invaluable performance opportunities and classes for dancers aged over 55, promoting contemporary dance and showcasing the immense talent and creativity of older individuals. The support of Arts Council England and South East Dance further underscored the significance and impact of Three Score Dance's artistic endeavours. Working with Three Score Dance was

---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

part of our Equalities, Diversity and Inclusion programme, designed by our Executive Director, supported by RMDC designated funds.

With the powerful collaboration between Russell Maliphant Dance Company and Three Score Dance, this new performance piece was a remarkable celebration of artistic expression, inspiring audiences and leaving a lasting impression on the world of contemporary dance

The project brought together ten talented dancers aged over 55 from Three Score Dance Company, who participated in ten sessions between January and March 2023. Under the guidance of RMDC dancers Charlie Brittain and Edd Arnold, the sessions provided a platform for creativity and collaboration, allowing the dancers to express themselves fully and contribute to the development of the new piece.

The culmination of this artistic journey was a captivating performance at the prestigious Brighton Dome. The music, skillfully composed by Atmo Music Productions, complemented and elevated the dancers' movements, adding depth and emotion to the overall experience. The lighting design, masterfully crafted by Ryan Joseph Stafford, created a visually captivating ambiance, enhancing the impact of the dancers' performances.

The production was filmed by Martin Collins of Arts Trust Productions, and can be seen on the RMDC digital Archive.

***Participant feedback included:***

I've been a regular member of the dance company for quite some time now, and I can't emphasise enough how transformative this project has been. Dancing has always been a source of joy in my life, but this collaboration has taken it to a whole new level. The choreographers and fellow dancers I've grown to know and love have created an incredibly supportive and inspiring environment. With each session, my passion for dance deepens, and I feel a renewed sense of vitality in both my body and spirit. It's truly remarkable what dance can do for us, even when we're already dedicated members of the company."

**EDUCATION PROJECTS**

RMDC's planned programme this year spanned working with schools, dancers in training, and involved collaborations with partners to deliver projects and mentoring.

***IADMS KeyNote Speech***

Russell Maliphant presented the keynote speech to begin the day at IADMS Regional Meeting on January 14 2023 at Middlesex University (Hendon, London).

The day explored the practices and principles that underpin dance science research with faculty from a variety of dance genres, and included practical and theoretical sessions from researchers and teachers covering a range of topics from Irish dance, inclusive dance practice, embedding evidence-based practice in vocational training, hormones and performance, and a somatic framework for teaching.

Russell's keynote discussed how elements of anatomical research have influenced his creative process, as well as his ongoing movement practice and teaching. The presentation included many photos to illustrate topics such as tensegrity and bio-tensegrity, Anatomy Trains, Fascial lines, Flow and the aesthetic implications of shifts in conceptualisation and awareness - Flow, as described by Gary Ward, author of 'What The Foot' - is here used as a state achieved when there is zero restriction to joint motion anywhere in the body - improved flow occurs as the number of restrictions to the body's movement patterns are reduced.

**Company Classes (Hybrid delivery)**

Building on the invaluable experiences gained from our 2020 online classes, RMDC embarked on a journey of reimagining and delivering a daily online class, Improvisation class for professionals, and Movement for everyone classes, led by Russell Maliphant, alongside the RMDC company dancers. The response was overwhelming, with over 2500 professionals and dancers in training from across the world.

---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

These classes remained deeply rooted in Maliphant's core principles, empowering participants to explore their individual movement potential. With a focus on increasing body awareness, articulation, and strength, the classes became a playful platform to delve into the diverse choices of movement and dynamics. Drawing on the wealth of anatomical information as a resource for movement and improvisation, these sessions fostered a profound connection, balance, and attentive listening to the body in motion.

The impact of Russell's Company Class was eloquently summed up by one participant, who remarked, "Russell's Company Class has reawakened in me something that I thought I had lost years ago." This sentiment is a testament to the transformative power of the classes and the unwavering commitment of RMDC to inspire and uplift dancers and professionals worldwide.

"RMDC daily classes came at a time when I was personally feeling low, teaching and meeting online as opposed to being present in person. The classes were the exact tonic I needed to feed myself and to stimulate me physically." Company class participant

**Student Placements**

For the 2022/23, the RMDC continued its annual tradition of hosting a dynamic student placement programme, embracing a hybrid approach to adapt to the changing times, and building in learnings from Covid. This rolling programme welcomed a diverse group of 30 dancers in training over a span of 3 days.

During the extensive student placement programme, participants had the unique opportunity to engage with the company in various enriching ways. Not only did they attend classes with seasoned company dancers, but they also took part in an outreach workshop, which offered insights into different roles within the industry. Moreover, the students had the privilege of observing the research and development process of the company's latest production, "Vortex."

The programme incorporated a hybrid of Zoom and live sessions, enabling flexibility and accessibility for all participants. This hybrid model allowed students to join remotely or experience the studio atmosphere in person, catering to individual preferences and circumstances.

One participant expressed their gratitude for the experience, stating, "I thank you so much for this wonderful opportunity and all you have so generously done for us. I haven't done many other placements, but I have a feeling that it's quite rare to have a placement as intimate as this or to give the students time and opportunities to reflect aloud or in a group. I will definitely recommend this placement opportunity to younger students in the future, and I look forward to engaging with RMDC further down the road."

The company's commitment to nurturing emerging talent through this hybrid programme demonstrated their dedication to supporting the next generation of dancers while embracing technological advancements to ensure inclusivity and reach beyond geographical limitations.

**FINANCIAL REVIEW**

In 2022/23 the company was funded by Arts Council England (ACE) via their National Portfolio Programme (NPO). This was the last year of the funding, which ended on the 31st March 2023. During 2022/23 RMDC reported to ACE through quarterly monitoring, an annual statistical survey and report. The majority of the remaining company resources were generated through Trust and Foundations, and earned income, principally from international and national touring.

We have been able to conduct all the preparatory work to ensure that we can create and deliver a tour of the production, Vortex, to the UK in 2023/24. We are grateful to receive a positive response from Arts Council England, who have committed £98,791 via the National Lottery Project Grants, to support the 2023/24 tour, this funding will be reflected in the 2023/24 accounts.

Nevertheless, the COVID Pandemic, Brexit challenges, and ongoing environmental and ecological concerns have forced us to re-think the future model for a sustainable touring company. We are in continued



---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

conversations with our venue partners, new and old, about how we can possibly reduce the physical touring, but increase our penetration across the UK via the employment of digital technologies, deeper relationships with our partners and their communities, and cross over activity that will engage audiences outside of our current reach.

We continue to be grateful to the John Ellerman foundation for an annual £30,000 contribution towards the salary costs of the Artistic Director and Executive Director, underpinning the creation of two new cross art form works (2020/21 - 2022/23), this is the last year of this funding.

We secured a £40,000 co-production commission from Sadler's Wells for Vortex. We continue to be grateful to Ipswich Borough Council for their annual support of £8,333. This contribution to our organisation is dependent on our continued support from Arts Council England, and remains in place while we are part of the ACE National Portfolio.

**FREE & RESTRICTED RESERVES**

The £360,042 of designated reserves from 2021/22 has been drawn down and spent on the creation and tour of Vortex.

The general fund allows the company to meet its financial obligations and operate its business while managing risks and funding future work and development. At the end of FY 2022/23 we held £42,773.

A detailed breakdown of reserves is included in note 10 to the financial statements.

The Trustees have reviewed the reserves policy in line with Charity Commission CC19 Guidance. The company considers it necessary to hold minimum unrestricted reserves equivalent to the value of 3 months of operating costs, currently estimated to be £60,000. At this time, the Trustees, having assessed the financial stability of the company, and believe the level of reserves to be adequate.

**PLANS FOR FUTURE PROJECTS**

**Touring**

In 2023/24 we will tour Vortex. A show inspired by the Abstract Expressionism movement and Jackson Pollock's body of work. Venues include: Lancaster Arts, Lancaster; Sadler's Wells, London; Excelsior Studios, London; The Malthouse, Canterbury; Lawrence Batley Theater, Huddersfield; Dance City, Newcastle; and artsdepot, London North Finchley.

Accompanied by wrap-around activity including workshop, post show talks and the opportunity to see the work digitally - if not the show currently on tour, something from the catalogue of our digital productions.

We will address our audience demographic gap (16-25 year olds from low socioeconomic means) via our Dance Encounter Fund. A Fund that will purchase tickets for this targeted group in partnership with venues, as discussed above.

We will film Vortex for the BBC in partnership with Arts Trust Productions.

**Equality, Diversity and Inclusion Programme (Restricted Funding Identified in accounts)**

This programme designed by the Executive Director, will be a comprehensive programme designed to empower creatives from all backgrounds, aiming to democracy access to resources. It will provide performance opportunities for more diverse audiences, people from low-socioeconomic backgrounds, and audiences who have limited access to culture, e.g. the Profound and Multiple learning Difficulties (PMLD) community. We firmly believe that talent and access knows no boundaries, and by breaking down barriers, we can unleash the full potential of every individual. We aim to create a systemic change in the creative sector by focusing on four key pillars:

**Education and Skill Development:** We will provide a range of cutting-edge training programmes, workshops,

---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

and mentorship opportunities to equip creatives with the skills they need to excel in their respective fields. Our curriculum will be tailored to address the specific challenges faced by underrepresented communities, nurturing their talent and fostering growth.

**Networking and Community Building:** We understand the power of connections and support networks. The programme offers a vibrant community where creatives can connect, collaborate, and learn from one another. Through our events, meetups, and online platforms, we will facilitate meaningful interactions, helping individuals expand their networks and unlock new opportunities.

**Advocacy and Representation:** The programme will actively advocate for systemic changes in the creative sector, working closely with industry leaders, policymakers, and organisations to promote diversity and inclusion. We will strive to amplify underrepresented voices, champion inclusive practices, and challenge the status quo.

**Commissioning:** The programme will commission new productions from members of underrepresented communities, work with young people to access the arts, and aid the touring of these productions to an international audience. As a start, in 2023, this will include a new music and dance production co-curated with the d/Deaf community from Frank Barnes School for the deaf.

**Future of the Charity**

The National Portfolio Organisation (NPO) awards for 2023/2026 were announced on Friday 4th November 2022. RMDC was not offered continued funding, resulting in an annual loss of £253,582 - 55% of our annual income - and an additional loss of £8,333 annual support from Ipswich Borough Council

The board are currently looking at alternative funding opportunities for the sustained continuation of the charity, including commercialising our studio asset, and increased international touring. We will deliver the agreed tour in the UK in 2023/24, supported by the Arts Council England National Lottery Project Funding. The Charity will be reviewed again once we hear about a funding application which is likely to be in December 2023.

With regards to the EDI programme, in 2023/24 this will be produced in partnership with Arts Trust Productions, an arts charity founded by the RMDC Executive Director. The rationale for this is to allow RMDC and its board to focus on RMDC's transition out of the Arts Council England National Portfolio and towards a commercially driven model while still meeting RMDC's charitable commitments. This transition programme of activity has been financially supported by Arts Council England Transition funding, a restricted fund of £147,924 - which will be recognised in the 2023/24 accounts.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

The company is a charity limited by guarantee, incorporated on 22 December 2016, amended by special resolution adopting new Articles of Association on 9 April 2019, and registered as a charity on 29 April 2019. The Memorandum of Association, which established the objective and powers of the charitable company and is governed under its Article of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1. A full review of the Memorandum and Articles of Association was undertaken during 2019 by our lawyers, Counterculture Partnership LLP. This review ensured that the Governing document continues to be fit for purpose.

New Trustees are recruited via both a public call and Trustee recommendations, of which all candidates are assessed for relevant and required skills and voted upon by current trustees. On appointment Trustees are given the Company Memorandum and Articles, the most recent business plan, minutes, and management accounts.

The company currently has a Board of Trustees of seven members, who meet on average once every 3 months. Trustees are responsible for the strategic direction, the policies of the charity and for reviewing its financial affairs.

Harry MacAuslan (Chair)  
Louise Shand-Brown (Vice Chair)

---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

Pippa Adamson  
Fleur Derbyshire-Fox  
Stuart Griffiths OBE  
Hamble Wallace  
Joseph Henry

The quorum of Trustees at a general meeting cannot be less than four Trustees present in person, or digital conferencing, or proxy.

All day-to-day running decisions are made by the Executive Director / Producer, with the support of the Department Heads. The Artistic Director / Executive Director is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. All artistic planning and policy decisions are made by the Artistic Director. All Trustees give their time voluntarily and receive no remuneration or other benefit from the charity.

Artistic Director - Dr Russell Maliphant  
Executive Director / Producer - Martin Collins (made redundant on the 31 October 2023)

The pay of all staff is reviewed annually and normally increased in accordance with average earnings to reflect a cost of living adjustment. In view of the nature of the charity, the Trustees benchmark pay levels in other similar charities of a similar size operating in the arts sector.

***Risk Management***

A risk register has been developed, risks are prioritised, and high rated risks are discussed at each Board of Trustees meeting. Should any high or extreme risk become evident in between meetings, the Executive Director / Producer will inform the Trustees and agree on action to be taken in mitigation, agreed by the majority of Trustees by email. The Board of Trustees is satisfied that all major risks have been identified and that systems and actions are in place to mitigate those risks.

***Related Parties***

There are no related parties guiding the work of the company. The above report has been prepared in accordance with the provisions applicable to companies subject to the small companies regime as set out in Part 15 of the Companies Act 2006 and in accordance with the Charities SORP (FRS 102).

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . 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 affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

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

Approved by order of the members of the board of Trustees on  
and signed on their behalf by:



10 / 03 / 2023

**Harry MacAuslan**  
Chair

3 October 2023

---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**INDEPENDENT EXAMINER'S REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

---

**Independent Examiner's Report to the Trustees of Russell Maliphant Dance Company ('the Company')**

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2023.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

**Responsibilities and Basis of Report**

As the Trustees of the Company (and 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 the Company's accounts 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**

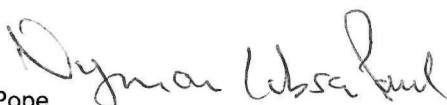
Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of (enter body here), which is one of the listed bodies.

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

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

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

Signed:  
Jennifer Pope



Dated: 3 October 2023  
ACA



---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**INDEPENDENT EXAMINER'S REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

**Nyman Libson Paul LLP**  
Chartered Accountants  
124 Finchley Road  
London  
NW3 5JS

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

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

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
<b>Income from:</b>					
Donations and legacies	2	30,000	272,206	302,206	349,992
Charitable activities	3	-	285,285	285,285	85,502
Investments		-	1,052	1,052	38
<b>Total income</b>		<b>30,000</b>	<b>558,543</b>	<b>588,543</b>	<b>435,532</b>
<b>Expenditure on:</b>					
Charitable activities	4	30,000	551,989	581,989	299,881
<b>Total expenditure</b>		<b>30,000</b>	<b>551,989</b>	<b>581,989</b>	<b>299,881</b>
<b>Net movement in funds</b>		<b>-</b>	<b>6,554</b>	<b>6,554</b>	<b>135,651</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		-	522,182	522,182	386,531
Net movement in funds		-	6,554	6,554	135,651
<b>Total funds carried forward</b>		<b>-</b>	<b>528,736</b>	<b>528,736</b>	<b>522,182</b>

The notes on pages 15 to 24 form part of these financial statements.

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)  
REGISTERED NUMBER: 10537823

**BALANCE SHEET**  
**AS AT 31 MARCH 2023**

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	7	514	770
		<u>514</u>	<u>770</u>
<b>Current assets</b>			
Debtors	8	203,201	84,965
Cash at bank and in hand		337,816	450,213
		<u>541,017</u>	<u>535,178</u>
Creditors: amounts falling due within one year	9	(12,795)	(13,766)
<b>Net current assets</b>		<u>528,222</u>	<u>521,412</u>
<b>Total net assets</b>		<u><u>528,736</u></u>	<u><u>522,182</u></u>
<b>Charity funds</b>			
Restricted funds	10	-	-
Unrestricted funds	10	528,736	522,182
<b>Total funds</b>		<u><u>528,736</u></u>	<u><u>522,182</u></u>

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on and signed on their behalf by:

 10 / 03 / 2023

Harry MacAuslan 3 October 2023

The notes on pages 15 to 24 form part of these financial statements.

---

**RUSSELL MALIPHANT DANCE COMPANY**  
**(A company limited by guarantee)**

---

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

	2023 £	2022 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	(112,397)	68,826
	<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>	(112,397)	68,826
Cash and cash equivalents at the beginning of the year	450,213	381,387
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year</b>	<u>337,816</u>	<u>450,213</u>

The notes on pages 15 to 24 form part of these financial statements

---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

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

Russell Maliphant Dance Company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**1.2 Company status**

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

**1.3 Going concern**

The Trustees have reviewed the circumstances of the company and consider that adequate resources continue to be available to fund the activities of the company for the foreseeable future. For this reason the Trustees continue to adopt the going concern basis in preparing the financial statements.

**1.4 Income**

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are recognised in the SOFA in accordance with the grant agreement.

Donations are recognised on receipt.

Other income is recognised in the period in which it is receivable.

**1.5 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Support costs are those costs incurred directly in support of expenditure on the objects of the company.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

---

**1. Accounting policies (continued)**

**1.6 Tangible fixed assets and depreciation**

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Computer equipment	-	25% straight line
--------------------	---	-------------------

**1.7 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

**1.8 Debtors**

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

**1.9 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.

**1.10 Liabilities**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**1.11 Financial instruments**

The Company 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.

**1.12 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

---

**2. Income from donations**

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Grants	30,000	272,206	302,206	349,992
	<u>30,000</u>	<u>272,206</u>	<u>302,206</u>	<u>349,992</u>
Total 2022	30,000	319,992	349,992	
	<u>30,000</u>	<u>319,992</u>	<u>349,992</u>	

**Analysis of grants**

	2023 £	2022 £
Arts Council England - NPO funding	253,582	249,000
Arts Council England - Culture Recovery Fund	10,290	20,486
Ipswich Borough Council	8,334	20,506
John Ellerman Foundation	30,000	30,000
The Foyle Foundation	-	25,000
Ealing Borough Council	-	5,000
	<u>302,206</u>	<u>349,992</u>

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**3. Income from charitable activities**

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Touring income	33,618	33,618	-
Education Income	5,393	5,393	5,714
Commission Fees	40,000	40,000	10,500
Donations	16,850	16,850	-
Theatre tax relief	189,424	189,424	69,288
	<u>285,285</u>	<u>285,285</u>	<u>85,502</u>
Total 2022	<u>85,502</u>	<u>85,502</u>	

**4. Analysis of expenditure by activities**

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £	Total funds 2022 £
Direct costs	<u>372,154</u>	<u>209,835</u>	<u>581,989</u>	<u>299,881</u>
Total 2022	<u>124,134</u>	<u>175,747</u>	<u>299,881</u>	



**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**4. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	Total funds 2023 £	Total funds 2022 £
Production Costs	289,703	96,183
Production Touring Costs	67,267	6,337
International Touring Costs	15,184	21,614
	<u>372,154</u>	<u>124,134</u>

**Analysis of support costs**

	Total funds 2023 £	Total funds 2022 £
Staff costs	126,924	113,479
Depreciation	256	128
General Administrative Costs	15,393	14,826
Legal and professional costs	26,829	16,546
Consultancy	13,886	-
Motor and Travel costs	1,034	1,897
Premises costs	24,127	26,295
Research	1,386	2,576
	<u>209,835</u>	<u>175,747</u>

---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

**5. Staff costs**

	2023 £	2022 £
Wages and salaries	117,308	105,806
Social security costs	6,356	4,499
Contribution to defined contribution pension schemes	3,260	3,174
	<u>126,924</u>	<u>113,479</u>

The average number of persons employed by the Company during the year was as follows:

	2023 No.	2022 No.
Employees	<u>4</u>	<u>5</u>

No employee received remuneration amounting to more than £60,000 in either year.

Employee benefits for key management personnel totalled £55,983 (2022: £43,709).

**6. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £NIL).

---

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

---

**7. Tangible fixed assets**

	Computer equipment £
<b>Cost or valuation</b>	
At 1 April 2022	1,026
At 31 March 2023	<u>1,026</u>
<b>Depreciation</b>	
At 1 April 2022	256
Charge for the year	256
At 31 March 2023	<u>512</u>
<b>Net book value</b>	
At 31 March 2023	<u><u>514</u></u>
At 31 March 2022	<u><u>770</u></u>

**8. Debtors: Amounts due within one year**

	2023 £	2022 £
Trade debtors	8,130	8,334
Tax recoverable	189,424	69,288
Other debtors	5,647	7,343
	<u>203,201</u>	<u>84,965</u>

---

**RUSSELL MALIPHANT DANCE COMPANY**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

**9. Creditors: Amounts falling due within one year**

	2023 £	2022 £
Other creditors	2,795	3,432
Accruals and deferred income	10,000	10,334
	<u>12,795</u>	<u>13,766</u>

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**10. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/(out) £	Balance at 31 March 2023 £
<b>Unrestricted funds</b>					
EDI Designated Funds	360,042	921	-	(160,000)	200,963
Designated minimum operating reserve	-	-	-	60,000	60,000
RMDC Vortex Tour 2023/34	-	-	-	200,000	200,000
Three Score Dance Production	-	-	-	25,000	25,000
	<u>360,042</u>	<u>921</u>	<u>-</u>	<u>125,000</u>	<u>485,963</u>
<b>General funds</b>					
General Funds	<u>162,140</u>	<u>557,622</u>	<u>(551,989)</u>	<u>(125,000)</u>	<u>42,773</u>
<b>Total Unrestricted funds</b>	<u>522,182</u>	<u>558,543</u>	<u>(551,989)</u>	<u>-</u>	<u>528,736</u>
<b>Restricted funds</b>					
John Ellerman Foundation	<u>-</u>	<u>30,000</u>	<u>(30,000)</u>	<u>-</u>	<u>-</u>
<b>Total of funds</b>	<u>522,182</u>	<u>588,543</u>	<u>(581,989)</u>	<u>-</u>	<u>528,736</u>

Designated Funds

Reserves of £200,963 have been designated for the 2023/24 equality, diversity and inclusion programme, £200,000 has been designated for the 2023/24 Vortex Tour and £25,000 has been designated for the Three Show Dance Production.

Reserves of £60,000 have been designated as this is the estimated minimum level of reserves required to provide financial stability to the company

Restricted Funds

The John Ellerman Foundation contributes towards the salary costs of the Artistic Director and Executive Director, underpinning the creation of two new cross art form works.

**RUSSELL MALIPHANT DANCE COMPANY**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**11. Reconciliation of net movement in funds to net cash flow from operating activities**

	2023 £	2022 £
Net income for the year (as per Statement of Financial Activities)	6,554	135,651
<b>Adjustments for:</b>		
Depreciation charges	256	128
Increase in debtors	(118,236)	(79,303)
Increase/(decrease) in creditors	(971)	12,350
<b>Net cash provided by/(used in) operating activities</b>	<b>(112,397)</b>	<b>68,826</b>

**12. Analysis of cash and cash equivalents**

	2023 £	2022 £
Cash in hand	337,816	450,213
<b>Total cash and cash equivalents</b>	<b>337,816</b>	<b>450,213</b>

**13. Analysis of changes in net debt**

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	450,213	(112,397)	337,816