

**Company Registration Number 12310843**

**Registered Charity Number 1190197**

**SEETA PATEL DANCE LIMITED**  
(A COMPANY LIMITED BY GUARANTEE)

**REPORT AND ACCOUNTS**  
**For the year ending 31 March 2025**

**SEETA PATEL DANCE LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT**  
*For the year ended 31 March 2025*

The Trustees, who are also Directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2025.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Charity Name** Seeta Patel Dance Limited

**Charity Registration Number** 1190197

**Company Registration Number** 12310843

The Bristol Office, 2nd Floor 5 High Street, Westbury On Trym, Bristol BS9 3BY

**Trustees**

For the purposes of the Companies Act 2006, the Board of Trustees is the Board of Directors of the charitable company and is referred to as the Trustees throughout this report.

The Trustees of Seeta Patel Dance Limited during the period and to the date of signing this report are as follows:

|                               |   |
|-------------------------------|---|
| Petra Abbam (Co-chair)        | Appointed 28 April 2025                                   |
| Anneliese Kesteven (Co-chair) | Appointed 28 April 2025                                   |
| Ian Abbott (Interim chair)    | Appointed 12 September 2024 and resigned 28 April 2025    |
| Yen-Pei Chen                  | Appointed 11 January 2023                                 |
| Natasha Solano                | Appointed 3 March 2025                                    |
| Sonya Donawa                  | Appointed 3 March 2025                                    |
| Anupma Kumar                  | Appointed 16 September 2024                               |
| Grace Okereke                 | Appointed 25 September 2024 and resigned 28 April 2025    |
| Seeta Patel                   | Appointed 14 August 2024 and resigned 19 November 2024    |
| Samantha Allen                | Appointed 26 January 2022 and resigned 12 September 2024  |
| Caroline Collingwood-Anstey   | Appointed 10 February 2021 and resigned 12 September 2024 |
| Eloise Tong                   | Appointed 2 November 2020 and resigned 12 September 2024  |

**Bankers**

Lloyds Bank plc, 25 Gresham Street, London EC2V 7HN

**Independent Examiner**

Mark Rowlands CTA, FMAAT, ATT(fellow) Rowlands Webster Ltd, Austin House, 43 Poole Road, Westbourne, Bournemouth, BH4 9DN, registered in England & Wales no. 06465035

**SEETA PATEL DANCE LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT** *for the year ended 31 March 2025*

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing Documents**

Seeta Patel Dance Limited is a charitable company limited by guarantee, incorporated on 12 November 2019, and registered as a charity on 1 July 2020. It was established under the Memorandum of Association that established its objects and powers and is governed under its Articles of Association, as amended by special resolution registered at Companies House on 17 June 2020.

Eligibility for membership of the charity, and membership of the Board of Trustees, is governed by the Articles of Association. There are no restrictions in the governing document on the operation of the charity other than those imposed by general charity law. The Directors of the company are also Trustees of the charity.

**Charitable Purpose and Aims**

Seeta Patel Dance (SPD), established in 2019, is a UK-based company rooted in the values of diversity, integrity, and artistic innovation. Our mission is to inspire and empower individuals from all walks of life, championing a more equitable artistic landscape. SPD engages diverse artists, local communities and high-profile partners to make innovative, quality work. Ambitious in content and delivery, SPD creates positive and systematic change, aspiring to be a global touring dance company.

SPD's charitable objects are to advance knowledge and appreciation of the arts and culture for the benefit of the general public by the promotion in particular, but not exclusively, of the art of dance including by:

1. Commissioning and Creating New South Asian Diasporic Dance: Continuing to push boundaries by creating world-class work rooted in South Asian diasporic traditions.
2. Engaging and Reaching New Audiences: Expanding SPD's reach, cultivating diverse and inclusive audiences both locally and internationally.
3. Supporting, Sustaining, and Nurturing Talent: Developing emerging talent in South Asian dance, supporting artists through structured programmes and partnerships.
4. Sustaining and Growing Our Work: Building financial and organisational resilience, ensuring the longevity of SPD's artistic and operational impact.
5. Building Our Profile: Increasing SPD's visibility and influence within the arts sector, furthering recognition and broadening engagement.

**Recruitment and Appointment of Board of Trustees**

Trustees of Seeta Patel Dance are recruited on the basis of skills identified by the Board in consultation with the senior leadership team. The organisation adopts an open and inclusive recruitment process to encourage diversity and ensure broad representation. The Board is composed predominantly of individuals from the global majority with expertise spanning finance, emerging technology, strategic operations, community engagement, well-being, playwriting and production, as well as international collaborations. Training is provided to trustees, and an annual skills audit is undertaken to confirm that the Board collectively holds the breadth of expertise required to govern the organisation effectively.

**SEETA PATEL DANCE LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT** *for the year ended 31 March 2025*

**STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)**

During the year, SPD experienced some changes within its Board of Trustees. While some resignations reflected differing views on organisational priorities, this period of transition created a valuable opportunity to refresh the board's composition in line with SPD's evolving strategic direction. The appointment of new trustees has brought valuable new perspectives, skills and experiences that better reflect the organisation's values, ethos and commitment to diversity. This realignment has strengthened governance and positioned the board to more effectively support SPD's long-term goals. Ian Abbott (interim Chair) and Grace Okereke (interim Trustee) joined the Board on a temporary basis to provide direction during the transition period. We thank all current and past Trustees for their valuable contribution.

None of the trustees has any beneficial interest in the company. All of the trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

**Trustee Induction and Training**

The Charity has established policies and procedures for the induction of both trustees and staff. Where necessary, the organisation provides training and development opportunities to ensure that trustees maintain an appropriate level of knowledge and understanding of their duties and responsibilities under Company Law and the guidance of the Charity Commission

**Operation of the Board**

The Board of Trustees meets quarterly with the leadership team to review the company report, activity plans, investment principles, risk register, and management accounts. On an annual basis, the Board reviews the statutory accounts and company policies to ensure that the organisation remains compliant, financially sound, and operationally robust.

The Artistic Director and the General Manager are delegated responsibility for the day-to-day management of the company. Together, they are accountable for ensuring that the organisation fulfils its charitable purposes and delivers its services effectively.

**Contribution of Volunteers**

The charity does not currently make use of volunteers to support its activities.

**Investment Policy**

The Directors are able to invest and deal with the monies of the company not immediately required in such manner as they may from time to time determine, subject to the Reserves Policy below.

The Directors are authorised to invest and manage the funds of the company that are not immediately required for operational purposes, provided that such decisions are made in accordance with the organisation's Reserves Policy and with due consideration of the company's charitable objectives and fiduciary duties.

**Grant-making**

During 2024/2025 the charity did not engage in grant-making activity.

**SEETA PATEL DANCE LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT *for the year ended 31 March 2025***

**ACTIVITIES**

Seeta Patel Dance is a diverse-led dance company that champions art which is dynamic, inclusive, and reflective of diverse communities. The company's activities are shaped by its mission, vision, and values, and are carried out in pursuit of its charitable purposes. These activities include:

**1. Creation and Performance of Dance Works**

- Producing and touring a repertoire that ranges from classical Bharatanatyam solos to large-scale contemporary productions.
- Developing new work that combines artistic innovation with cultural authenticity, addressing contemporary issues and broadening the scope of South Asian dance.
- Collaborating with national and international partners to extend the reach and impact of the company's artistic practice.

**2. Professional Development and Training**

- Delivering workshops, masterclasses, mentorships, and apprenticeship programmes to support dancers to progress their careers.
- Providing targeted opportunities for artists from South Asian backgrounds, addressing sectoral gaps identified in national research.
- Promoting professional rigor, accessibility, and cross-cultural exchange within the dance ecology.

**3. Community Engagement and Participation**

- Offering accessible dance experiences to communities across the UK and internationally, ensuring that diverse audiences can engage with the company's work.
- Using dance as a tool for inclusion, dialogue, and social change, responding to contemporary social movements and political contexts.
- Building meaningful, long-term partnerships with venues, festivals, academies, and community organisations.

**4. Sector Advocacy and Leadership**

- Championing diversity, equity, and integrity in the arts, with a focus on amplifying South Asian voices.
- Acting as the UK's first Bharatanatyam repertoire company, raising the profile of South Asian dance nationally and internationally.
- Sharing knowledge and insights with funders, policymakers, and the wider arts sector to influence structural change.

**5. Organisational Development and Resilience**

- Operating as a company limited by guarantee and a registered charity, governed by a Board of Trustees who bring strategic oversight and accountability.
- Building organisational capacity and infrastructure, supported by Arts Council England National Portfolio Organisation funding (2023–2027).
- Ensuring financial resilience through effective fundraising, partnerships, investment, and compliance with the company's Reserves Policy.

**SEETA PATEL DANCE LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT** *for the year ended 31 March 2025*

## **ACHIEVEMENTS AND PERFORMANCE**

### **Governance and Organisational Growth**

In 2024/25, Seeta Patel Dance strengthened its governance in line with its responsibilities as an Arts Council England National Portfolio Organisation (NPO). The Board of Trustees met quarterly to provide strategic oversight, addressing key matters such as financial management, organisational risk, and long-term sustainability.

SPD also fostered a culture of continuous learning and reflection, with particular focus on anti-racism, anti-xenophobia, opposition to genocide, financial resilience, and environmental responsibility. This commitment has supported the Board and senior leadership in deepening their understanding of good governance and ensuring that the organisation is well equipped to deliver its charitable objectives in a complex and evolving cultural landscape.

### **Strategic Focus and Operations**

In 2024/25, Seeta Patel Dance advanced its strategic priorities by strengthening organisational capacity, governance, and operational efficiency.

### **Recruitment and Staffing**

Key recruitment efforts were undertaken to strengthen the organisation's structure. While the Executive Director role was not appointed in 2024/25, plans were put in place for the position to be recruited by September 2025. Additional posts, including an Executive Producer, Administrator and an Associate Producer, have been appointed to improve workflow, support artistic delivery, and enhance operational resilience.

### **Board Development**

Board recruitment was a significant focus during the year. Two candidates for the position of Chair - Petra Abbam and Anneliese Kesteven agreed to serve as Co-Chairs, with their appointment confirmation at the April 2025 Board meeting. In addition, new trustees Sonya Donawa, Natasha Solano and Anu Kumar have formally joined the Board, strengthening the breadth of skills and experience available to the organisation.

The trustee welcome pack was reviewed and updated, including the Company Code of Conduct, Staff Handbook, Business Plan, and Terms of Reference to ensure clarity of roles and responsibilities.

### **Governance and Policy**

The Board oversaw key governance processes including the Arts Council England (ACE) annual review, sign-off of the Business Plan, and the development of policies to support organisational compliance and best practice.

### **Digital and Communications**

SPD launched a new website, podcast series and insta live classes to improve visibility, accessibility, and engagement with audiences, artists, and partners.

**SEETA PATEL DANCE LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT *for the year ended 31 March 2025***

**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**Funding and NPO Status**

An extension application for the ACE National Portfolio Organisation funding cycle 2026–2027 was successfully submitted, ensuring continuity of support and strategic alignment with sector priorities. The company worked with a Fundraising Consultant to inform their and diversify funding streams.

**Environmental Responsibility**

SPD contributed environmental impact data through Julie's Bicycle Creative Climate Tools, reflecting the company's commitment to sustainability and accountability in line with ACE reporting requirements.

**Financial Stability**

In line with Arts Council England funding requirements, the Board of Trustees and Senior Leadership Team modelled the organisation's annual accounts for 2024/25, 2025/26, and 2026/27. The financial strategy is focused on securing a stable level of revenue through diversified fundraising streams, including philanthropic giving, corporate partnerships, individual donations, and applications to trusts and foundations. A key objective is to maintain reserves equivalent to six months of restricted funds, ensuring organisational resilience and sustainability.

SPD uses Xero software to reconcile invoices and expenditure, providing accurate and transparent financial reporting. To further strengthen financial management, a new accountancy firm has been appointed to support compliance, oversight, and efficiency.

**Risk Management and Financial Oversight**

The organisation's risks are reviewed at each quarterly Board meeting under the following sub-headings: Inclusivity and Relevance, Ambition and Quality, Finance, Dynamism, and Environmental Sustainability. Key risks identified include organisational capacity, fundraising, talent gaps, and devolution within Arts Council England. These risks are actively monitored, with mitigation measures informed by the company's PEST and SWOT analyses and aligned to SPD's strategic priorities for 2024 - 2027:

1. Financial Sustainability - Diversify income (philanthropy, corporate, trusts/foundations) and maintain six months of reserves.
2. Talent Development - Nurture emerging South Asian artists and strengthen professional pathways.
3. Audience Engagement - Grow reach through touring, digital platforms, and community partnerships.
4. Organisational Resilience - Build systems, policies, and capacity; reduce over-reliance on individuals.
5. Advocacy and Influence - Use SPD's profile to champion systemic equity and promote South Asian dance nationally and internationally.

**SEETA PATEL DANCE LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT for the year ended 31 March 2025**

**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**SPD's artistic and outreach achievements in the past year include:**

**Awards and Recognitions**

- Attended the Olivier Awards main ceremony following *The Rite of Spring* nomination.
- Nominated for Eastern Eye Arts, Culture & Theatre Awards (Seeta Patel – *The Rite of Spring*).
- National Dance Awards nominations:
  - Best Classical Dance Production (*The Rite of Spring*).
  - Best Independent Company (SPD).
  - Best Male Classical Dancer (Sooraj Subramaniam, for role in *The Rite of Spring*)
- Attended Buckingham Palace/DCMS Creative Industries Garden Party.

**Artistic Development and Productions**

- *The Rite of Spring* (ROS) international touring planning, including rehearsals and the creation of a new prelude piece *The Fates*.
- Grange Park Opera creation work.
- *Not Today's Yesterday* R&D in collaboration with Brolly Productions.
- Scottish Dance Theatre collaboration: desk research and studio creation of the Hitchcock scene.
- Birmingham Royal Ballet creation for the production *Luna*.
- Seeta Patels solo taught to Indu Panday and performed at *The Mount Without*, Bristol.

**Talent Development and Education**

- Ongoing teaching and mentoring sessions.
- Talent Development Programme Year 2 launched, delivered and evaluated.
- Onboarding of two part-time dance artists (Kamala Devam & Aishani Ghosh) to support talent development, choreographic work and the creation of a digital library.
- Mentoring for Sadler's Wells Artist Development Programme.
- Preparation for *Making Moves* toolkit for Sadler's Wells.
- First trial live Instagram class, raising funds for Medical Aid for Palestine.
- Storyboarding and development for digital education course.
- Podcast series creation and rollout.

**Company Infrastructure and Operations**

- Onboarding of new team members: General Manager, Administrator, Associate Producer and Executive Producer.
- Training on Xero for company finance transition.
- Quarterly Board meetings, recruitment and induction.
- Business Plan signed off with support from external consultancy.
- Back-end systems streamlined (Google Drive and processes).
- New Company Code of Conduct developed and shared with the team.
- Trialled first company yoga/stretch session for staff and Board.
- Financial planning completed and reviewed for 2025/26 and 2026/27.



**SEETA PATEL DANCE LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT for the year ended 31 March 2025**

**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**Partnerships and Community Engagement**

- Developed partnership with Black South West Network for *Anatomy of Solidarity*.
- Attended ACE consultation on upscaling, female leadership and progression routes in South Asian Dance.
- Parliamentary event attended by Seeta Patel and Ian Abbott.
- Fundraising consultant engaged to produce strategic paper guiding diversification of funding streams.
- Britten Pears residency application submitted (response expected 25 April).
- Application submitted to The Place for SDT/SPD collaboration commission.

**Reporting, Monitoring, and Evaluation**

- Quarterly ACE reporting submitted, including audience and participation data to Illuminate.
- Environmental reporting submitted via Julie's Bicycle Creative Climate Tools.
- Mapping exercise completed for programme of activities through March 2027.
- NPO 2026/27 extension application submitted.
- SPD Annual Review meeting with the Company's ACE Relationship Manager.
- Annual report submitted to Companies House and Charity Commission.

**Digital and Communications**

- Social media strategy and planning.
- New website designed and launched.
- Monthly Newsletter.

**Public Benefit**

The Trustees understand and have discussed the implications of the provisions of the Charities Act 2006, which state that all charities must demonstrate that they are established for public benefit, and have had due regard to the public benefit guidance issued by the Charity Commission. The Trustees believe that the charity meets both of the key principles.

- Principle 1 - There must be an identifiable benefit, or benefits
- Principle 2 - Benefit must be to the public, or a section of the public.

The work of SPD is for the benefit of the general public and to welcome new audiences to dance as an art form. This includes South Asian audiences who might not patronise arts venues.

We deliver this public benefit by producing high-quality performance and digital work that tours the UK, establishing Bharatanatyam firmly in the UK and international contemporary dance arenas. In doing so, we utilise dance as a medium to explore societal issues relevant to all of us.

**SEETA PATEL DANCE LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT *for the year ended 31 March 2025***

**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

Public facing activities that took place in this period:

- Projection Mapped Rite of Spring (ROS) events presented in Bristol at The Mount Without, reaching 70% capacity.
- Shree - two sold-out performances in January 2025, performed by Indu Panday.
- Luna - Seeta Patel choreographed a segment in partnership with Birmingham Royal Ballet (BRB), presented at Birmingham Hippodrome and Sadler's Wells.
- Making Moves Weekender – workshops delivered by Seeta Patel at Sadler's Wells.
- Silence (Tara Theatre) – premiere and press night, with Seeta Patel as Movement Director.
- THRIVE Workshop delivered at Trinity Laban.
- CAT Workshop delivered at DanceEast.
- Pinnacle Dance Workshop in partnership with Ascension Dance Company.
- Grange Park Opera – creation and premiere of Island of Dreams, with Seeta Patel as Movement Director.
- Rite of Spring (ROS) performance at Oriente Occidente Festival, Rovereto, Italy, featuring the premiere of The Fates.
- Launch of podcast series Token Jester, with the first two episodes released across multiple platforms in early 2025.

In summary, the beneficiaries of Seeta Patel Dance Limited are aligned with its aims, and the public derives clear benefits from its work. These benefits are evidenced and directly connected to its charitable purposes. The Trustees are satisfied that no detriment or harm arises from its activities.

**Financial Review**

The out-turn for the year is an unrestricted surplus of £43,150 (2024: unrestricted surplus £52,935). The surplus will be added to Unrestricted Reserves, leaving a balance on Unrestricted Funds at 31 March 2025 of £330,932. The Trustees consider the financial performance of the charity to be satisfactory.

**Reserves Policy**

It is the policy of the Charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to six month's expenditure, which is £120,000. The trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the Charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout

Reserves currently exceed the target level as, during 2023/24 there were unspent funds from staff salary costs (the Executive Director and General Manager posts were not appointed), whilst the company also received Theatre Tax Relief related to The Rite of Spring. However, upcoming recruitment and increased project delivery in 2024/25 and 2025/26 will increase operational costs and reduce reserves to nearer to the target level.

**SEETA PATEL DANCE LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT for the year ended 31 March 2025**

**PLANS FOR FUTURE PERIODS**

**Artistic Programme**

**Grange Park Opera – Taj Mahal**

Seeta Patel will continue her role as Movement Director for Grange Park Opera's production of *Taj Mahal*, bringing her expertise in Bharatanatyam and contemporary dance to this large-scale operatic work.

**Not Today's Yesterday (NTY)**

SPD's award-winning production *Not Today's Yesterday* (Adelaide Fringe Best Dance, Peace Foundation Award) will enter a phase of Research and Development in collaboration with Brolly Productions. This work critically examines the legacy of colonisation, exploring its ongoing impact on both individual and collective identities.

**Sita Says – Research and Development**

*Sita Says* is a commercial musical theatre project inspired by the animated film *Sita Sings the Blues* and the story of the *Ramayana*. Developed in partnership with Rhum and Clay Theatre Company, this production blends dynamic storytelling with contemporary musical elements, creating a vibrant and feminist retelling of a classic narrative. In 2025/26 the company will develop the shows narrative, content and create a short trailer to circulate to potential funders.

**Scottish Dance Theatre – Research and Development**

SPD and Scottish Dance Theatre (SDT) will collaborate on a series of three short cinematic works (3–6 minutes each). These films present Bharatanatyam and contemporary dance in their purest forms, engaging in a creative dialogue on screen. Drawing inspiration from cinema - including its eras, genres, tropes, iconic figures, and composers - this project provides a compelling framework for audiences to experience both dance forms in a visually striking, thought-provoking, and accessible way.

**The Rite of Spring – Outdoor Touring**

SPD has developed four tour-ready versions of *The Rite of Spring*, ranging from a 6-dancer ensemble without an orchestra to a 12-dancer version with a full symphony orchestra. The outdoor version will tour in 2025–2027, with a UK indoor tour planned in Spring 2027 in collaboration with the Bournemouth Symphony Orchestra.

**Early-Stage Development of Next Large-Scale Ensemble Work**

SPD will commence initial development of the company's next major ensemble production, building on previous artistic and choreographic achievements.

**Anatomy of Solidarity – Community Project**

*Anatomy of Solidarity* is a community-led project aimed at connecting with diverse communities to uncover, document, and engage with histories of solidarity. SPD will recruit a Bristol-based Project Manager and Producer to collaborate with communities and workshop leaders, exploring both historical and personal narratives of solidarity.

**SEETA PATEL DANCE LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT for the year ended 31 March 2025**

**PLANS FOR FUTURE PERIODS (continued)**

**Talent Development and Education Programme**

**Mentorship Programme**

SPD will launch the third edition of its mentorship programme for early-career Bharatanatyam choreographers. This initiative addresses gaps in the South Asian dance sector, supporting emerging artists to transition into professional practice and contributing to greater diversity and quality across the industry.

**Masterclasses and Fast-Track Rehearsals**

SPD will continue to roll out specialist masterclasses, including the *Rite of Spring* (ROS) Masterclass and Rehearsal Director Masterclass. Fast-track rehearsals will introduce new dancers into the company pool, supporting ongoing talent development and succession planning.

**Digital Education Programme**

SPD will design and pilot a digital workshop package specifically aimed at teaching Bharatanatyam techniques, making this classical form accessible to a wider audience online.

In addition, SPD will continue its podcast series, which is separate from the workshops. The podcasts are designed to foster meaningful conversations, offer diverse perspectives, and engage audiences in thought-provoking discussions, featuring expert speakers including Guru Shishya, Seema Chopra, and Ian Abbot.

SPD will also deliver online youth sessions in collaboration with partners such as One Dance UK, creating further opportunities for engagement and learning.

**Company Infrastructure**

Following an independent review of the company's organisational structure, SPD will appoint an Executive Director to oversee producing, fundraising, international tour management, budgeting, contracting, and partnership development. The company will also work with a Chief Operations Consultant to strengthen and centralise oversight across key operational areas, including financial management, human resources, governance, and compliance.

Working alongside the Artistic Director, the senior leadership team will champion representation, accessibility, and inclusion across all programmes, producing, and working practices, while ensuring adherence to ACE NPO and charitable reporting requirements, and overseeing the collation and submission of all relevant operational and financial reports.

The focus for 2025/26 includes advancing artistic innovation, expanding community engagement, developing digital and educational programmes, and nurturing emerging talent within the Bharatanatyam and contemporary dance sectors.

**SEETA PATEL DANCE LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT *for the year ended 31 March 2025***

**RESPONSIBILITIES OF THE TRUSTEES**

The Trustees (who are also the Directors of Seeta Patel Dance Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and supporting the preparation of 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 support the preparation of financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company, of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In supporting the preparation of these financial statements, the Trustees are required to:

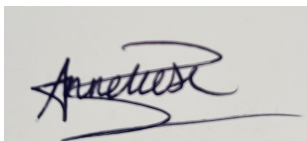
- Select suitable accounting policies and have them applied consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Support preparation of the financial statements on an ongoing basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for ensuring that the charitable company keeps proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable the trustees to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company, hence taking reasonable steps to prevent and detect fraud and other irregularities.

Signed on behalf of the Board



**Petra Abbam – Co-Chair**



**Anneliese Kesteven – Co-Chair**

**28/10/2025**

**Company Registration Number 12310843**  
**Charity Registration Number 1190197**

# **INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS ON THE UNAUDITED ACCOUNTS OF SEETA PATEL DANCE LIMITED FOR THE YEAR ENDED 31 MARCH 2025**

I hereby report to the Trustees of Seeta Patel Dance Limited (Charity Registration Number 1190197) on my examination of the accounts for the year ended 31 March 2025 set out on pages 15 to 2H

## **Responsibilities and Basis of Report**

As the Charity's Trustees (and also its directors for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

## **Independent Examiner's Statement**

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 the Association of Accounting Technicians, 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 that in any material respect:

- 1 accounting records were not kept in respect of the charity as required by section 386 of the Companies Act 2006.
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the Companies Act 2006 other than any requirement that the financial statements give a true and fair view, which is not a matter considered as part of an independent examination; or
- 4 the financial statements 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 financial statements 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.



Mark Rowlands CTA, FMAAT, ATT(Fellow)  
Rowlands Webster Limited  
Austin House, 43 Poole Road Bournemouth  
Dorset, BH4 9DN

28 October 2025

# SEETA PATEL DANCE LTD

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 31 MARCH 2025**

|   |       | Unrestricted<br>funds<br>2025<br>£ | Restricted<br>funds<br>2025<br>£ | Total<br>2025<br>£ | Unrestricted<br>funds<br>2024<br>£ | Restricted<br>funds<br>2024<br>£ | Total<br>2024<br>£ |
|---|-------|------------------------------------|----------------------------------|--------------------|------------------------------------|----------------------------------|--------------------|
|   | Notes |                                    |                                  |                    |                                    |                                  |                    |
| <b>Income and endowments from:</b>                    |       |                                    |                                  |                    |                                    |                                  |                    |
| Donations and legacies                                | 3     | 310,000                            | -                                | 310,000            | 310,000                            | 5,630                            | 315,630            |
| Charitable activities                                 | 4     | 40,285                             | -                                | 40,285             | 29,236                             | -                                | 29,236             |
| Other income  | 5     | -                                  | -                                | -                  | 51,915                             | -                                | 51,915             |
| <b>Total income</b>                                   |       | 350,285                            | -                                | 350,285            | 391,151                            | 5,630                            | 396,781            |
| <b>Expenditure on:</b>                                |       |                                    |                                  |                    |                                    |                                  |                    |
| <u>Charitable activities</u>                          |       |                                    |                                  |                    |                                    |                                  |                    |
|   | 6     | 295,409                            | 11,726                           | 307,135            | 153,301                            | 190,545                          | 343,846            |
| <b>Total expenditure</b>                              |       | 295,409                            | 11,726                           | 307,135            | 153,301                            | 190,545                          | 343,846            |
| <b>Net income/(expenditure) and movement in funds</b> |       | 54,876                             | (11,726)                         | 43,150             | 237,850                            | (184,915)                        | 52,935             |
| <b>Reconciliation of funds:</b>                       |       |                                    |                                  |                    |                                    |                                  |                    |
| Fund balances at 1 April 2024                         |       | 276,056                            | 11,726                           | 287,782            | 38,206                             | 196,641                          | 234,847            |
| <b>Fund balances at 31 March 2025</b>                 |       | 330,932                            | -                                | 330,932            | 276,056                            | 11,726                           | 287,782            |

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 15 to 23 form part of these financial statements.

# SEETA PATEL DANCE LTD

## BALANCE SHEET

AS AT 31 MARCH 2025

|   | Notes | 2025<br>£ | £       | 2024<br>£ | £       |
|---|-------|-----------|---------|-----------|---------|
| <b>Fixed assets</b>                                   |       |           |         |           |         |
| Tangible assets                                       | 11    |           | 5,671   |           | 2,232   |
| <b>Current assets</b>                                 |       |           |         |           |         |
| Debtors   | 12    | 4,846     |         | 38,685    |         |
| Cash at bank and in hand                              |       | 330,191   |         | 271,422   |         |
|   |       | 335,037   |         | 310,107   |         |
| <b>Creditors: amounts falling due within one year</b> | 13    | (9,776)   |         | (24,557)  |         |
| <b>Net current assets</b>                             |       |           | 325,261 |           | 285,550 |
| <b>Total assets less current liabilities</b>          |       |           | 330,932 |           | 287,782 |
| <b>The funds of the charity</b>                       |       |           |         |           |         |
| Restricted income funds                               | 14    | -         |         | 11,726    |         |
| Unrestricted funds                                    | 15    | 330,932   |         | 276,056   |         |
|   |       | 330,932   |         | 287,782   |         |

The notes on pages 15 to 23 form part of these financial statements.

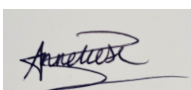
The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

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

The financial statements were approved by the trustees on 28 October 2025



Anneliese Kesteven  
Co-Chair



Petra Abbam  
Co-Chair

Company registration number 12310843 (England and Wales)



# SEETA PATEL DANCE LTD

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2025

---

#### 1 Accounting policies

##### Charity information

Seeta Patel Dance Ltd is a private company limited by guarantee incorporated in England and Wales. The registered office is The Bristol Office, 2nd floor 5 High Street, Westbury on Trym, Bristol, BS9 3BY.

##### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

##### 1.2 Going concern

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

##### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

##### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

# SEETA PATEL DANCE LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

---

### 1 Accounting policies

(Continued)

#### 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.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

|           |                             |
|-----------|-----------------------------|
| Computers | 33% per annum straight line |
|-----------|-----------------------------|

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

#### 1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### 1.9 Financial instruments

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

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

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

#### **Basic financial assets**

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

# SEETA PATEL DANCE LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 1 Accounting policies

(Continued)

#### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

#### **Derecognition of financial liabilities**

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

#### 1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

### 2 Critical accounting estimates and judgements

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

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

### 3 Income from donations and legacies

|  | Unrestricted<br>funds<br>2025<br>£ | Restricted<br>funds<br>2025<br>£ | Total<br>2025<br>£ | Unrestricted<br>funds<br>2024<br>£ | Restricted<br>funds<br>2024<br>£ | Total<br>2024<br>£ |
|--|------------------------------------|----------------------------------|--------------------|------------------------------------|----------------------------------|--------------------|
| Arts Council England<br>National Portfolio<br>Organisation | 310,000                            | -                                | 310,000            | 310,000                            | 5,630                            | 315,630            |

# SEETA PATEL DANCE LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 4 Income from charitable activities

|                             | 2025<br>£ | 2024<br>£ |
|-----------------------------|-----------|-----------|
| Production and touring fees | 40,285    | 29,236    |
|                             |           |           |
| <b>Analysis by fund</b>     |           |           |
| Unrestricted funds          | 40,285    | 29,236    |

### 5 Other income

|                    | Unrestricted<br>funds<br>2025<br>£ | Unrestricted<br>funds<br>2024<br>£ |
|--------------------|------------------------------------|------------------------------------|
| Theatre Tax Credit | -                                  | 51,915                             |

### 6 Expenditure on charitable activities

|  | 2025<br>£ | 2024<br>£ |
|--|-----------|-----------|
| <b>Direct costs</b>                                      |           |           |
| Touring and outreach costs                               | 239,072   | 265,344   |
|  |           |           |
| <b>Share of support and governance costs (see note )</b> |           |           |
| Support  | 62,560    | 71,090    |
| Governance   | 5,503     | 7,412     |
|  | 307,135   | 343,846   |
|  |           |           |
| <b>Analysis by fund</b>                                  |           |           |
| Unrestricted funds                                       | 295,409   | 153,301   |
| Restricted funds - general                               | 11,726    | 190,545   |
|  | 307,135   | 343,846   |

# SEETA PATEL DANCE LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

|          |  |                   |                   |
|----------|--|-------------------|-------------------|
| <b>7</b> | <b>Net movement in funds</b>   | <b>2025</b>       | <b>2024</b>       |
|          |  | <b>£</b>          | <b>£</b>          |
|          | The net movement in funds is stated after charging/(crediting):                    |                   |                   |
|          | Fees payable for the independent examination of the charity's financial statements | 1,140             | 1,140             |
|          | Depreciation of owned tangible fixed assets  | 2,548             | 1,116             |
|          |  | <u>          </u> | <u>          </u> |

### 8 Trustees

None of the trustees (or any persons connected with them) received during their term of office, any remuneration or benefits from the charity during the year.

### 9 Employees

The average monthly number of employees during the year was:

|                   |                   |
|-------------------|-------------------|
| <b>2025</b>       | <b>2024</b>       |
| <b>Number</b>     | <b>Number</b>     |
| 5                 | 1                 |
| <u>          </u> | <u>          </u> |

There were no employees whose annual remuneration was more than £60,000.

### 10 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

### 11 Tangible fixed assets

|                                    |                   |
|------------------------------------|-------------------|
|                                    | <b>Computers</b>  |
|                                    | <b>£</b>          |
| <b>Cost</b>                        |                   |
| At 1 April 2024                    | 3,348             |
| Additions                          | 5,987             |
|                                    | <u>          </u> |
| At 31 March 2025                   | 9,335             |
|                                    | <u>          </u> |
| <b>Depreciation and impairment</b> |                   |
| At 1 April 2024                    | 1,116             |
| Depreciation charged in the year   | 2,548             |
|                                    | <u>          </u> |
| At 31 March 2025                   | 3,664             |
|                                    | <u>          </u> |
| <b>Carrying amount</b>             |                   |
| At 31 March 2025                   | 5,671             |
|                                    | <u>          </u> |
| At 31 March 2024                   | 2,232             |
|                                    | <u>          </u> |

# SEETA PATEL DANCE LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 12 Debtors

|   | 2025<br>£    | 2024<br>£     |
|---|--------------|---------------|
| <b>Amounts falling due within one year:</b> |              |               |
| Trade debtors                               | 2            | 37,973        |
| Prepayments and accrued income              | 4,844        | 712           |
|   | <u>4,846</u> | <u>38,685</u> |

### 13 Creditors: amounts falling due within one year

|                                    | 2025<br>£    | 2024<br>£     |
|------------------------------------|--------------|---------------|
| Other taxation and social security | -            | 3,589         |
| Trade creditors                    | 8,336        | 15,019        |
| Accruals and deferred income       | 1,440        | 5,949         |
|                                    | <u>9,776</u> | <u>24,557</u> |

### 14 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

|                           | At 1 April<br>2024<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | At 31 March<br>2025<br>£ |
|---------------------------|-------------------------|----------------------------|----------------------------|--------------------------|
| Rite of Spring VR Project | 11,726                  | -                          | (11,726)                   | -                        |
|                           | <u>11,726</u>           | <u>-</u>                   | <u>(11,726)</u>            | <u>-</u>                 |
| <b>Previous year:</b>     |                         |                            |                            |                          |
|                           | At 1 April<br>2023<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | At 31 March<br>2024<br>£ |
|                           | 196,641                 | 5,630                      | (190,545)                  | 11,726                   |
|                           | <u>196,641</u>          | <u>5,630</u>               | <u>(190,545)</u>           | <u>11,726</u>            |

# SEETA PATEL DANCE LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 15 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

|                        | At 1 April<br>2024<br>£          | Incoming<br>resources<br>£          | Resources<br>expended<br>£          | Transfers<br>£         | At 31 March<br>2025<br>£          |
|------------------------|----------------------------------|-------------------------------------|-------------------------------------|------------------------|-----------------------------------|
| 6 months running costs | 120,000                          | -                                   | -                                   | -                      | 120,000                           |
| General funds          | 156,056                          | 350,285                             | (295,409)                           | -                      | 210,932                           |
|                        | <u>276,056</u>                   | <u>350,285</u>                      | <u>(295,409)</u>                    | <u>-</u>               | <u>330,932</u>                    |
| <b>Previous year:</b>  | <b>At 1 April<br/>2023<br/>£</b> | <b>Incoming<br/>resources<br/>£</b> | <b>Resources<br/>expended<br/>£</b> | <b>Transfers<br/>£</b> | <b>At 31 March<br/>2024<br/>£</b> |
| 6 months running costs | -                                | -                                   | -                                   | 120,000                | 120,000                           |
| General funds          | 38,206                           | 391,151                             | (153,301)                           | (120,000)              | 156,056                           |
|                        | <u>38,206</u>                    | <u>391,151</u>                      | <u>(153,301)</u>                    | <u>-</u>               | <u>276,056</u>                    |

### 16 Related party transactions

There were no disclosable related party transactions during the year (2024 - none).

### 17 Analysis of changes in net funds

The charity had no material debt during the year.