

# BRITISH BALLET ORGANIZATION LIMITED

England & Wales - Charity number 277177

## Details

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Other names	BRITISH BALLET ORGANISATION (1978) LIMITED, B B O, bbo dance
Status	Registered
Legal form	Charitable company
Company number	<a href="#">01402656</a>
Registered	1978-02-26
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Ensign House  
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SW18 1TA

Phone 02087481241

Email [info@bbo.dance](mailto:info@bbo.dance)

Website [www.bbo.dance](http://www.bbo.dance)

## Activities

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**Objects:** TO ADVANCE THE EDUCATION OF THE PUBLIC IN THE ART OF BALLET AND ASSOCIATED DANCE FORM.

**Activities:** The object for which the charity is established is to advance the education of the public and its members in the art of ballet and associated dance forms.

## Classification

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- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, People With Disabilities

## Geography

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- Australia
- New Zealand
- Scotland
- Throughout England And Wales

## Finances

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Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,089,849	£1,154,305	£3,114,532	10
2023-12-31	£1,036,107	£1,227,322	£3,178,988	11
2022-12-31	£925,177	£1,173,241	£3,341,209	14
2021-12-31	£998,439	£1,078,614	£3,591,917	16
2020-12-31	£845,078	£998,264	£3,698,442	19

## Trustees

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Name	Role	Appointed
<b>MR NIC ESPINOSA</b>	Chair	
Anne Mary Walker		2019-04-25
Anne Stayt		2023-04-27
Richard Denholm Thom		2022-03-01

**BRITISH BALLET ORGANIZATION LIMITED**

England & Wales - Charity number 277177

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# Accounts

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**bbo**dance

**bluespire**  
Chartered Accountants

# BRITISH BALLET ORGANIZATION LIMITED

Limited by Guarantee

## Trustees Report and Financial Statements

*for the year ended  
31 December 2024*

Registered Charity Number 277177  
Registered Company Number 01402656

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## Report from the Chair of the Board

We are pleased to present the Annual Report and Financial Statements for the British Ballet Organization Limited for the year to December 31<sup>st</sup> 2024.

The year was incredibly positive in terms of meeting our objectives and achieving positive financial results. There was a real sense of recovery, growth and consolidation across activities which puts the organisation in a strong position moving forwards.

The key success stories of the year lay around participation in events, a strong cohort of teaching qualification students and growth against recent years in terms of the number of candidates taking examinations. An upturn in the hire and use of the facilities at our Headquarters in Battersea Reach contributed to a strong growth in income. A turnaround in our Australian and New Zealand branches contributed to a better result; and there are plans to introduce the examinations platform, ExamTrack, which has been implemented and developed in the UK across the Group in the coming year.

We welcomed the Royal Ballet's Guest Principal Artist, Lauren Cuthbertson, as our newest Vice President in 2024 and could not be more thrilled to have her support. Lauren's appointment enhances a varied and very active set of Patrons whom we are so appreciative of for all that they do for the organisation. Seeing such prominent names from the world of dance supporting our activities is undoubtedly a huge inspiration to our members and students around the world.

The focus for the year ahead will be to ensure stability and growth strengthens the foundations of our products and services. We will welcome a new Head of Membership in June 2025. We will continue to invest in marketing and ensure our Headquarters are maintained to a high standard so that we can maximise the support of this income stream for the charitable activities at the heart of our mission.

As we move into our 95<sup>th</sup> year we look forward to the next chapter and upcoming centenary year, safe in the knowledge that bbodance still has a place at the forefront of the dance teaching industry across the world.

I would like to extend thanks to all bbodance members who continue to support the organisation and allow it to meet its mission to inspire excellence and promote the education, training and enjoyment of dance.



**Nic Espinosa**  
Chairman

## Report from the Chief Executive Officer

2024 has been an excellent year for the organisation. The activities that bbodance deliver really flourished and I was fortunate to work with an extremely capable team, all of whom I am very proud to work alongside. The unwavering support of many of our members has seen us through an exceptionally difficult few years and it has been wonderful to see people embracing all of the opportunities to work alongside one another again, whether that be at Continuing Professional Development (CPD) events, Dance Days or on our wonderful Scholars Scheme, which continues to grow.

An Artistic Director was appointed during the year to support the CEO and Senior Management, following the resignation of Julie Bowers as Joint CEO. The importance of our members and our community was recognised by the appointment of a senior role of Head of Membership who will take up the role in June 2025.

Anita Young MBE took up the Artistic Director role in September 2024 and has already had an impact on the profile of the organisation and facilities in Wandsworth by encouraging a number of dance organisations and artists to use the studios. She has also led on connecting with members and providing artistic opportunities to teachers and students via CPD and master classes. Further Artistic projects planned for the year ahead include a review of the bbodance Advanced 2 Classical Ballet syllabus and providing practical teaching support for teachers via masterclasses and CPD sessions in regions in the UK and across the world through online opportunities as appropriate.

The recruitment of Ellen Courtney to the position of Head of Membership will further strengthen the support offered to our members in the UK and across the world by continuing to ensure that existing members are catered to and cared for and that prospective members can see the benefits of joining the organisation.

Our branches in Australia and New Zealand successfully turned around their operations, headed up by our Senior Representative, Elizabeth Derby. The dedication and commitment shown by everyone associated with each branch has been wonderful and the attendance at the annual Dance Days event in each country has been excellent. Moving forward, we are working hard on forging closer ties between all branches with digital platforms in particular allowing us to all become more connected than ever.

bbodance has enjoyed continued success in its partnership with Tavaziva Dance. Tavaziva is an Arts Council National Portfolio Organisation and a tenant in the bbodance office at Headquarters. The partnership has allowed us to be able to offer regular classes to students from any background and any location, free of charge to the student. bbodance provides the facilities and Tavaziva Artistic Director, Bawren Tavaziva, delivers classes. This allows students to benefit from the fantastic African dance style that has made Tavaziva such a popular company over the past 20 years. We will look to emulate the success of this partnership across other areas of the organisation to provide opportunities to bbodance members and to raise the profile of the organisation amongst communities who may not know bbodance yet, both in Wandsworth and beyond.

We have worked hard to develop a strategy for the coming 5 years; taking the organisation from 95 to 100 as its centenary looms bright in 2030. A focus for this will be to ensure that members across the globe are offered opportunities to celebrate that are appropriate and accessible to them. We are particularly pleased that in 2025 we have been shortlisted for Best Creative Sector Organisation in the Wandsworth Chamber of Commerce Business Awards against 200 entries across 15 categories, including filmmakers to architects to grass roots arts charities.

I am grateful to our dedicated Board, to the team that I am so lucky to work with and to our members who are the lifeblood of the organisation, for all that they each bring that makes leading the organisation such a pleasure.



**Fiona Knower**  
Chief Executive Officer

## Officials, Trustees and Management

### Founders

Edouard Espinosa  
Eve Kelland

### Founder President

Dame Ninette de Valois OM CH DBE

### President

Brenda Last OBE

### Vice Presidents

Sir David Bintley CBE

Cynthia Harvey

Lauren Cuthberston

(Resigned 18 February 2025)

(Appointed 11 October 2024)

### Patrons

Agnes Oaks CBE

Bonnie Langford

Brandon Lawrence

Craig Revel-Horwood

Doreen Wells Marchioness of Londonderry

Gillian Revie

Joseph Powell-Main

Mark Baldwin OBE

Martin James

Robert Parker

Tandy Muir-Warden

Thomas Edur CBE

Wayne Sleep OBE

Wendy Ellis Somes

### Trustees

Nicholas Espinosa

Julian Jones

Anne Walker MBE

Richard Thom

Janet Lambert

Anne Stayt

(Chairman)

(Resigned 3 December 2024)

(Resigned 26 February 2025)

### Senior Management

Chief Executive Officer

Artistic Director

Head of Finance

Head of Membership

Head of Teaching Qualifications

Regulatory and Quality Assurance Advisor

Senior Branch Administrator (Australasia)

Fiona Knower

Anita Young MBE

Suresh Perera

Ellen Courtney

Shelly Saint Smith

Libby Costello

Elizabeth Derby

(Appointed 2 June 2025)

## Report of the Trustees

The Board of Trustees, who are also directors under company law, are pleased to present the annual report and the consolidated financial statements of the charity, its branches and its subsidiary for the year ending 31 December 2024. The annual report and financial statements comply with Charities Act 2011, the Companies Act 2006, the Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and Ireland (FRS 102) (effective 1 January 2019).

Although the subsidiary is exempt from audit by virtue of Section 477 of Companies Act 2006, the financial statements are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

## Structure

The British Ballet Organization was founded in 1930, registered as a Charity in England and Wales on 26 February 1978 No 277177 and established as a private company limited by guarantee without share capital on 29 November 1978 No 1402656. Revised Articles of Memorandum and Objects were adopted on 31 August 2005 and subsequently replaced with revised Articles of Association on 6 July 2012, bringing the Articles of Association into compliance with the Companies Act 2006. Each member has undertaken to contribute to the assets of the charity in the event of being wound up while she/he is a member, or within one year of ceasing to be a member, for payment of debts and liabilities of the charity contracted before ceasing to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors amongst themselves, such amount as may be required not exceeding £1 each.

The Charity consists of the UK charity and the two branches overseas and the Group includes the Charity and a subsidiary company. The Charity trades as bbodance.

In Australia bbodance is registered as a not-for-profit branch of a foreign entity with ARBN No 076365403 on 13 November 1996 and as an Unincorporated Entity with the Australian Business Register (ABR) on 18 November 1999 with ABN No 78 207 575 900.

In New Zealand bbodance is registered as a not-for-profit branch of a foreign entity and a local Charity in NZ on 14 August 2000 No CC36353 and has an IRD No 68 994 306 and New Zealand Business Number (NZBN) 9429052765780.

BBO Dance Supplies Ltd was established in England as a private company with shares on 14 January 2000 No 03907230, and is 100% owned by British Ballet Organization Ltd. Its primary purpose is to provide an additional legal identity to market sales of dancewear, syllabi, merchandise and other learning material. The company covenants its profits to the Charity.

bbodance is an awarding organisation offering qualifications recognised in England and Wales and is required through the Board of Trustees to issue an annual Statement of Compliance to the Office of Qualifications and Examinations Regulation (Ofqual), and Qualification Wales. The Trustees agreed to open discussions in April 2024 with the Scottish Regulator The Scottish Qualifications Authority (SQA) and this dialogue is on-going. bbodance is validated by the Council for Dance, Drama and Musical Theatre (CDMT) as an awarding organisation. The organisation continues to be supported by an external adviser who acts as Responsible Officer (RO). Reports are presented in advance of all Trustee meetings. Statements of Compliance (England and Wales jointly) have been submitted in a timely fashion. bbodance branches follow regulated qualifications criteria in the award of recognised qualifications to students in those countries where they operate and manage.

bbodance is required to report any Safeguarding (including Prevent) incidents to the Charity Commission, as well as Ofqual, and Qualifications Wales where there is an event which could have an adverse effect, leading to a loss of standards, integrity, or public confidence in qualifications. bbodance follows the Charity Grievance code. There was nothing to report this year.

## Principal Activities

The activities driven by the organisation promote the education, training and enjoyment of dance, and are offered to a broad range of people, with mixed abilities throughout the United Kingdom and internationally. These services can be accessed through [www.bbodance.com](http://www.bbodance.com).

bbodance provides dance training, dance teacher education and dance assessment services to students and teachers. These are provided in its role as:

- A teaching qualification organisation - recognised by Ofqual and Qualification Wales to deliver regulated teaching qualifications to aspiring dance teachers
- A dance awarding organisation – validated by CDMT and recognised by Ofqual and Qualification Wales to deliver regulated examination qualifications in Classical Ballet, Musical Theatre, Contemporary, Tap, Jazz, Acrodance and Modern Dance
- A membership organisation – offering registered dance teachers the opportunity to undertake continuing professional education, students of dance to enjoy dance in all its forms, and a support body to those needing help and assistance

## Mission

To inspire excellence and promote the education, training, and enjoyment of dance.

## Objective and Public Benefit

The charity's objects are specifically restricted to advance the education of the public in the art of ballet and associated dance forms. The Trustees consider that the organisation's activities meet its charitable objectives. The fees for student activities are set to be as affordable as possible and we are particularly proud of our thriving Teacher training programme and our Scholars scheme for its accessibility in the market.

As a charity registered in England and Wales, the charitable company also acts in accordance with the Charity Commission for England and Wales guidance on public benefit including the guidance 'Public Benefit: running a Charity (PB2)' and the Charities Act 2011.



## Strategic objectives and achievements

Our principal objective remains to grow our membership, from which growth in our core activities benefit. Additionally, we aim to be at the forefront of the dance sector, whilst achieving our charitable and financial goals. We aim to enhance the quality of dance provision and bring dance to the wider community whilst increasing and diversifying our sources of income.

The Trustees, throughout their planning and review processes, are aware of their responsibilities to ensure that there is a clear public benefit derived from the activities of the organisation. This has been a fruitful year in terms of stabilising and ensuring efficiencies in all that we do.

A new Strategic Plan 2026-2030 will be approved in 2025 to complement and update a 2016 Strategic Plan which had been written before the effect of the pandemic had affected operations. Key areas which were focussed on, and associated achievements, are as follows:

### Revitalising and enhancing our core products

The continued review cycle of all syllabi allows the offering to remain current and appropriate for the market. This is an area which has been maintained as far as possible even through recent years where the financial impact of events has made it more challenging. The following was achieved:

- We completed the Musical Theatre Advanced 1 syllabus in the reporting period. This completely new Examination grade will be introduced in 2025. We will roll out associated CPD and support materials in 2025.
- The on-going discussion and review relating to Advanced 2 Ballet was started and continues in the current year.
- There has been a full review of Teaching Qualifications offered by bbodance. New courses arising from this review which will be introduced from 2026.

In the UK there was a clear strategy focussed on making CPD as accessible as possible to teaching members by:

- introducing a new 'CPD On Demand' Policy.
- structuring courses over weekend intensives in response to member feedback that they want intensive, in-person events. These have been spread evenly across the UK.

There has been further development of ExamTrack software for members, examiners and staff in the UK, including:

- detailed reports being built to automate finance department requests.
- detailed reports being further refined to dovetail quality assurance checks and standardisation exercises.
- adaptation to support payment and qualification data for the Australia and New Zealand branches.
- an enhanced level of communication between branches than there has been before.
- the opportunity to more easily analyse data and trends globally.

The above developments mean that we now have a strong platform to roll-out globally and there is renewed and improved collaboration being fostered between all branches.

## Focus on financial goals

Whilst the organisation is emerging from a difficult period where losses have been reported, it was important that there was continued focus on ambitious but realistic budgeting alongside prudent control of expenditure. Some key achievements have included:

- An increase of 5.2% in total income for the group in 2024 vs 2023, primarily supported by growth in UK income of 10.2% Year on Year (YoY).
- A 9.1% increase YoY in charitable income (educational programmes and events), driven by the successful delivery of teaching qualifications, an impactful CPD schedule and a seamless Dance Days event in the UK.
- Examination income from the UK continued to grow against last year, an increase of c. 3% over 2023 (£ 336,141 2024 vs £325,700 for 2023).
- The overall results of the branches made a positive contribution to the organisation in the reporting period which signifies a turnaround against the preceding year.
  - The New Zealand branch generated a surplus of £11,479 in 2024 vs a deficit of £8,069 in 2023.
  - The Australian branch turned in a reduced deficit of £3,446 in 2024 vs a deficit of £8,184 in 2023.
- The group performance was strengthened through prudent management of expenditure which contracted overall by approximately 6% YoY. This reduction was predominantly achieved within governance costs and in relation to expenditure directly attributed to charitable activities.

## Partnerships, collaborations, and external expertise

We continue to seek mutually beneficial partnerships and collaborations that can improve the reputation and exposure of the organisation to the dance sector and beyond.

Continuing partnerships have resulted in:

- A flourishing programme of free to attend classes with Artistic Director Bawren Tavaziva – open to all 11 - 18 years in Wandsworth and beyond.
- Dansez, the sustainable dancewear company, funding a Scholars place on the bbodance Scholars Scheme for another year.
- Shades Dancewear offering bbodance members a preferential rate on their product (tights and dance shoes in different skin tones) and bbodance raising the profile of Shades and its sister organisation the TIRED movement.
- bbodance sharing the mission of Stepps CIO across digital platforms; a new charity dedicated to the issue of mental health in dance.
- Discounted studio hire rates offered to Wandsworth Arts Fringe choreographers and artists.
- Shortlisted for Best Creative Sector Organisation in the Wandsworth Chamber of Commerce Business Awards for 2025.

## Marketing

The Marketing and Business Development Coordinator has utilised a limited budget and continued to focus on working with the big tech companies to ensure we are being represented well there, as well as sourcing and testing various sector specific opportunities to see which of these audiences appears to engage with our content and which lead to sales or engagement with the products as well. This is feeding into a strategy that has been carried on and is being enhanced in the current year.

## Corporate Governance

### President and Vice Presidents

Brenda Last OBE continues to serve as President of bbody alongside Vice Presidents Sir David bintley CBE and Lauren Cuthbertson who took up the post in October 2024.

Cynthia Harvey resigned from the position of Vice President in February of 2025.

### Board of Trustees

The affairs and property of the charity are managed by a Board of Trustees which may exercise all such powers of the Trust as not required by its Articles of Association to be exercised in general meeting.

At the end of 2024 there were 5 appointed Trustees. Julian Jones resigned in December 2024. Janet Lambert has since resigned in February 2025.

Nicholas Espinosa	(Chairman)
Julian Jones	(Resigned 3 December 2024)
Anne Walker MBE	
Richard Thom	
Janet Lambert	(Resigned 26 February 2025)
Anne Stayt	

### Meetings

There were four Board meetings in the reporting year and one Pre-Audit meeting with a Trustee.

### Recruitment

The identification and recruitment of Trustees has once again become a priority. Traditionally the organisation's policy has been to source new Trustees by personal referral from contacts made through the operation of the organisation. Moving forward, there are plans to launch a wider campaign across appropriate platforms to seek the expertise required to support and enhance the current Board. These skills include but are not limited to marketing, fundraising and finance and there is currently discussion on how best to ensure there is Member representation at Board level. Suitable prospective Trustees are co-opted to attend the next Trustee meeting as an observer and subsequently appointed at the following meeting.

### Induction and training

New trustees are provided with an induction pack which consists of the Memorandum and Articles of Association, the current strategic planning documents, past Financial Statements and copies of previous meetings and Audit reports.

New and ongoing Trustees are offered relevant training, if required, from professional advisers and maintain their competence by reading material produced by the Charity Commission and other publications as appropriate.

## Related parties

Trustees must disclose any contractual relationship with a related party.

The daughter of the Executive Chairman, Stephanie Espinosa-Martin, is a Trustee of the Espinosa Memorial Fund (EMF) which provides grants to bbodance. A grant of £7,000 was made in 2024 (2023 £6,000). Details of this grant is included in notes 2 and 12 to the accounts.

The CEO of bbodance, Fiona Knowler, sits as Trustee on the Board of the Espinosa Memorial Fund (EMF). The EMF appreciates the more detailed contribution that the CEO can bring to their own discussions.

No Trustees received remuneration or other benefit from their work with the charity. The Executive Chairman works 1 day a week in the office or from home on an unremunerated basis.

## Independence

At each meeting during the year the Trustees record their adherence to the organisation's Conflict of Interest Policy.

## Indemnities and insurance

bbodance takes out indemnity insurance to indemnify it against loss arising from the neglect or default of its trustees, employees or agents and to indemnify the trustees and other officers against the consequence or any neglect or default on their part.

## Outsourcing Policy

The ongoing arrangements for the organisation's IT and HR support, as well as external advice for Safeguarding and Health and Safety issues, continue along with several contracts for the maintenance of the premises at Battersea Reach Headquarters in London.



## Management and committees

The Chair is responsible for the leadership and management of the Board.

The Chief Executive Officer is responsible for the leadership and day-to-day management of the Group to ensure the delivery of the strategy agreed by the board. The CEO is supported by members of the board.

From February 2022 the day to day running of the organisation was delegated to the Joint CEOs. From February 2024 this reduced to a single CEO.

The Board does not operate any sub-committees but there are a number of committees which assist Management.

### Senior Management Committee

The CEO and Trustees are further advised by the Senior Management Committee (SMC) which meets four times annually.

Membership of the Senior Management Committee consists of:

- Executive Chairman
- Chief Executive Officer
- Artistic Director
- Head of Finance
- Head of Membership
- Head of Teaching Qualifications
- Qualifications Manager
- Regulatory and Quality Assurance Advisor

### Quality Assurance Committee

The Committee ensures that bbodance fulfils the regulatory requirements of Ofqual and Qualifications Wales, as specified in their respective Conditions of Recognition.

Membership of the Quality Assurance Committee is as follows:

- Executive Chairman (Chair)
- Chief Executive Officer
- Artistic Director
- Head of Teaching Qualifications
- Qualifications Manager
- Regulatory and Quality Assurance Advisor

## Qualifications and Awards Approval Board

The Committee approves the introduction of all new syllabi for Performing Arts Graded Examinations, regulated qualifications and non-regulated awards and, where necessary, recommends withdrawal of a qualification.

Membership of the Qualifications and Awards Approval Board is as follows:

Executive Chairman (Chair)  
Artistic Director  
Chief Executive Officer  
Head of Teaching Qualifications  
Qualifications Manager  
Regulatory and Quality Assurance Advisor  
Marketing and Business Development Coordinator  
Specialist Advisors where appropriate

## BBO Dance Supplies Ltd

The business of the company is included in the meetings of the Board of Trustees of bbodance as and when necessary. An annual general meeting is not required to be held in accordance with Part 13 (sec281 - sec361) of the Companies Act 2006.

## Fundraising

The charity does not carry out significant fundraising activities. Accordingly, the charity does not use any professional fundraisers, nor is it subscribed to any fundraising codes or standards.

## Volunteers

There continues to be a significant contribution from volunteers, mainly comprising Regional Representatives for the membership and House Mothers as required for our residential events. We are fortunate to have an abundance of volunteers, for which the organization is indebted to.

Over 34 days have been volunteered in the reporting period, including:

10 House Mothers at Dance Days  
8 Regional Reps coordinating regional meetings and CPD

## Principal risks and uncertainties

### Governance, risk, and control

The Trustees require the Chief Executive to maintain a risk register for the organisation. The risk assessment is reviewed annually, and separate specific risk assessments are conducted for issues such as IT; events; Health and Safety. There is a Risk Assessment carried out for every event run by the organisation.

At an operational level the risk process is reviewed regularly to ensure there are no delays in reporting to the Board if an issue arises. The operational review is led by SMC with input from the entire team.

### Operational Risk Management

The Chief Executive, alongside various members of the Senior Management Committee are responsible for activating and managing the Business Continuity Plan in the event of any incidents that have potential to critically damage the organisation. The Board would be updated throughout any such incident and would offer strategic guidance where appropriate.

### Exposure to Risk

Senior Management regularly reviews risk to the organisation and maintains a Risk Register accordingly. This is reviewed in full annually by the Board with any important updates and issues being escalated to the Board as required between annual reviews. Particular risks that are currently identified include (in no particular order):

#### External breaches of IT infrastructure

With recent high-profile breaches to IT systems of large retail outlets, there has been a timely reminder of vulnerabilities and potential for loss of earnings as well as damages, should a breach of the bbodance IT systems occur.

We have robust outsourced IT support, which provides proactive maintenance across all of our infrastructure, as well as centralised security and back-up via Microsoft Azure (cloud) and Datto. We have a secure internet network with access control, firewalls, and regular security updates to ensure protection from cyber threats and data breaches. Access control is strictly limited to ensure security levels are maintained and there are regular, automated security scans by our IT support company to ensure any potential points of failure are identified proactively. All users are assigned Office 365 Business premium licences which feature heavy end point security as a built-in feature.

Appropriate and robust Cyber Insurance is in place to mitigate the effect of any breaches should they occur despite the above measures having been in place.

#### Economic Climate

Fees for all bbodance services are kept as affordable as possible and this has become increasingly difficult as the cost side of events has increased so significantly over recent years. There are tangible examples of where this has really affected the organisations ability to meet target for some events and the CEO and Board of Trustees are monitoring this carefully to ensure the correct balance is maintained on income and spending, whilst offering a diverse range of events and products for the membership.

## Statutory and Regulatory Compliance

The potential of non-compliance with our statutory and regulatory obligations across the group is heightened due to the location and distance of the two branches. To mitigate against the risks the Responsible Officer, based in the UK leads on standardisation and compliance across the group and ensures consistency across all with a programme of events and training specifically for Examiners; and regular dialogue is held between the UK and the branches. This is an on-going process and continues to be monitored this way in the long term.

## People

As an employer with a small team of staff and contractors (Examiners and Faculty), we offer clear and robust contracts, provide suitable training and offer appraisals or moderation to support development in order to retain staff and reduce turnover.

The risk of damage to the reputation of bbodance through people connected to the organisation behaving inappropriately towards children and vulnerable adults is high. Teachers sign up to a Professional Code of Conduct and are monitored to ensure they are abreast of relevant safeguarding, health and safety and safeguarding policies and procedures. Safeguarding of children and vulnerable adults is at the heart of the activities that the organisation offers and there is an ethos and culture of inclusion that is continually being considered and developed.

# Financial Review

## Overview

The results for the year ended 31 December 2024 for the group are shown in the Statement of Financial Activities contained within these accounts. Incoming resources from charitable activities and other trading activities of £1,082,775 (2023: £1,030,039) and grants, donations and interest of £7,074 (2023: £6,068) generated total income of £1,089,849 (2023: £1,036,107). Total operational expenditure was £1,154,305 (2023: £1,227,322) resulting in a net deficit of £64,456 (2023 deficit: £191,215).

At 31 December 2024 the group's net assets stood at £3,114,532 (2023: £3,178,988). After taking into account funds tied up in fixed assets, free reserves at 31 December 2024 for the group were £229,120 (2023: £114,553). All funds in the current and prior year were unrestricted.

The annual figure of £136,681 shown in the accounts for depreciation (2023: £134,456) is not a current or future drain on cash but is the result of significant capital expenditure already incurred. This was for the purchase of Ensign House together with its fixtures, fittings and equipment. Such expenditure will be of benefit for many years and is therefore written off over a longer period than the year in which it was incurred.

## Reserves Policy

The reserves policy is to retain between 3-and 6-months costs and to build on this for the future which equate to approximately £300k to £600k. Presently free reserves of £229,120 (2023: £114,553) are below that target, however the Trustees are continuing to endeavour to take steps to ensure those free reserves are built up in the next few years. In the reporting year to December 2024 monies from the government's Coronavirus Business Interruption Loan Scheme continued to be repaid. The funds were never utilised, and repayments are all on schedule.

## Investment Policy

The Trustees have the power to invest any funds not required for immediate use on deposit or invest as they see fit.

## Remuneration Policy

The pay of all staff is reviewed annually in conjunction with the annual budgeting process. The Trustees act as a Remuneration Committee for the CEO and senior staff. Staff continue to benefit from flexible, hybrid working, where roles allow.

## Going Concern

The operational review and resultant decisions continue as an ongoing process as the variables are myriad and so it is difficult to evaluate with any certainty the outcomes on the organisation's various activities. However, due to the organisation's planning and the availability of a significant unencumbered asset on the balance sheet, the Board of Trustees have a reasonable expectation that the organisation will continue in operational existence for the foreseeable future. The financial statements have therefore been prepared on a going concern basis.

## Future outlook

The relatively small team behind the activities offered by bbodance continue to work hard to offer a diverse range of activities to benefit bbodance members and their students, as well as the wider community in Wandsworth, the UK and around the world.

Core activities are generally flourishing with examinations and teaching qualifications having largely recovered from the impact of the pandemic and the associated decrease in participation that followed studios reopening after lockdowns. The studios and office spaces in the bbodance headquarters are performing well whilst utilisation rates still have great potential to grow. This is a key area for bbodance to optimise in the coming years and there has already been promising growth in 2025.

The team continue to look for ways in which we can make Continued Professional Development as accessible as possible for teachers whilst also respecting that there some like to attend online and others like to be in the studio, taking part in practical sessions. The format of these activities is constantly evaluated and reviewed and we will continue to take feedback on board as to what has worked and what the membership would like to see.

To achieve the goals set out in the current Business Plan, the charity will focus on:

- Actively growing membership through better retention of Teaching Qualification students, alumni and those seeking an alternative to their current membership organisations. This will be achieved via clear communication and events coordinated and managed by the new Head of Membership who will in turn work with members across the team to ensure the offering from bbodance is fit for purpose. There will be a concerted effort to further build community and ensure that new teachers can see the benefits of bbodance membership. These activities will be global, with a focus and targets on the branches as well as members recruited or retained through the UK.
- Keeping expenses in check and ensuring the organisation gets the best value for money from all suppliers and in all partnerships. This is a key focus for SMC and is monitored incredibly carefully through in depth KPIs which form the agenda of all weekly team meetings. There is transparency on what is happening relating to income and expenditure across all departments and cost centres.
- Diversifying event offerings to ensure we have fit for purpose events that suit the target market. Care needs to be taken to ensure the events provided are valuable to our core members who are teachers. It can be easy to get sidetracked with student events which are difficult to fill without the support of teaching members so those will only be offered where there is tangible benefits to members or where there is a realistic benefit in raising the profile of the organisation to further its charitable mission.
- bbodance from 95 to 100 – celebrating the centenary of bbodance. There will be a number of activities and campaigns to raise awareness and to allow members and all those associated with the organisation celebrate the achievements of the past 100 years. There is already a commitment to making these celebrations relevant and accessible to the members who are at the heart of all that the organisation does. There is a real desire amongst the team at Headquarters to ensure that our building in Battersea Reach becomes a cherished asset – just like Woolborough House (its original home) once was for the organisation.

There still requires a focus on building back reserves whilst ensuring that we remain committed to our core values; being personable, friendly and supportive to those in the dance teaching sector, whilst promoting excellence in dance education.

## Statement of Trustees' Responsibilities

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

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

- select suitable accounting policies then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have 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 charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Statement of disclosure to our auditors

In so far as the Trustees are aware there is no relevant audit information of which the charitable company's auditor is unaware and the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

## Auditor

Blue Spire Limited will be invited to tender for the next audit cycle. A resolution to appoint Auditors will be proposed at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Approved by the Board of Trustees and signed on their behalf by:



**Nic Espinosa**  
Chairman

Date 11<sup>th</sup> August 2025.

## Administrative Information

### Registered Charity and Company Name

British Ballet Organization, trading as bbodance

Registered in:	England and Wales	Australia	New Zealand
As a company limited by guarantee	No 01402656		
As a charity	No 277177		CC36353
As a branch		ABN 78 207 575 900	IRD No 68 994 306
		ARBN No 076365403	NZBN 9429052765780

### Banks

UK	Australia	New Zealand
National Westminster Bank plc 149 Church Road Barnes London SW13 9HS	Westpac Shops 27/28 Macquarie Centre 109 Waterloo Road North Ryde NSW 2113	ANZ Bank 6 Victoria Road Davenport Auckland

### Regulators

The Company and Charity is registered with the Office of Qualifications and Examination Regulation (Ofqual) Registration No RN5115 and Qualifications in Wales. The Council for Dance, Drama and Musical Theatre validates bbodance as a Dance Awarding Organisation. The company and charity is registered with the Information Commissioners Office; Registration Number ZB722182.

### Independent Auditor

Blue Spire Limited  
Cawley Priory  
South Pallant  
Chichester  
West Sussex PO19 1SY

### Our addresses

	UK	Australia	New Zealand
Registered Office	Cawley Priory South Pallant Chichester West Sussex PO19 1SY	Unit 20 2 – 4 May Street Hornsby, Westfield NSW 2077	Staples Rodway Ltd PO 3899 Shortland Street Auckland 1140
Business Offices	Unit A, Ensign House Battersea Reach Juniper Drive London SW18 1TA +44 20 8748 1241 info@bbodance.co.uk <a href="http://www.bbodance">www.bbodance</a>	PO Box 1588 Hornsby Westfield NSW 1635 +61 2 9686 6008 <a href="mailto:liz.derby@bbo.dance">liz.derby@bbo.dance</a> <a href="http://www.bbodance">www.bbodance</a>	9 Cassinia Avenue Marsden Park NSW 2765 +61 2 9686 6008 <a href="mailto:liz.derby@bbo.dance">liz.derby@bbo.dance</a> <a href="http://www.bbodance">www.bbodance</a>



# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## INDEPENDENT AUDITOR'S REPORT

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### Independent Auditor's Report to the Members of British Ballet Organization Limited

#### Opinion

We have audited the financial statements of British Ballet Organization Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2024 which comprise the consolidated statement of financial activities, the group and parent charity balance sheet, the group and parent charity statement of cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2024, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### Other information

The other information comprises the information included in the report of the trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

**INDEPENDENT AUDITOR'S REPORT**

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**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the Charity and the sector in which it operates, we identified the principal laws and regulations that directly affect the financial statements to be the Charities Act, Companies Act, and Employment Act. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

In addition, the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. There is a limitation to areas most likely to have such an effect. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence if any.

Audit procedures performed by the engagement team included:

- Enquiry of management, those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

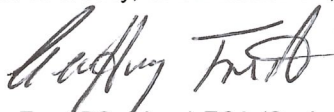
## INDEPENDENT AUDITOR'S REPORT

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A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Geoffrey Frost BSc (Hons) FCA (Senior Statutory Auditor)  
For and on behalf of Blue Spire Limited, Statutory Auditor

Cawley Priory  
South Pallant  
Chichester  
West Sussex  
PO19 1SY

Date

19 August 2025

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## GROUP STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

	Note	2024 Total Funds £	2023 Total Funds £
<b>INCOME AND ENDOWMENTS FROM:</b>			
Donations and legacies	2	7,000	6,000
Charitable activities	3		
Membership		88,433	77,210
Examinations		436,629	442,047
Educational programmes and events		314,474	288,300
Total charitable activities		<u>839,536</u>	<u>807,557</u>
Other trading activities	4	209,961	222,482
Investments	5	74	68
Other income	6	33,278	-
<b>Total</b>		<u>1,089,849</u>	<u>1,036,107</u>
<b>EXPENDITURE ON:</b>			
Raising funds	7	3,653	6,043
Charitable activities	8		
Membership		65,896	71,373
Examinations		481,385	503,082
Educational programmes and events		603,371	646,824
Total charitable activities		<u>1,150,652</u>	<u>1,221,279</u>
<b>Total resources expended</b>		<u>1,154,305</u>	<u>1,227,322</u>
<b>Net Income/(expenditure) and movement in funds</b>		(64,456)	(191,215)
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	22	3,178,988	3,370,203
<b>Total funds carried forward</b>	22	<u>3,114,532</u>	<u>3,178,988</u>

The charity has no recognised gains or losses other than those dealt with in the statement of financial activities.

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## GROUP AND CHARITY BALANCE SHEET AS AT 31 DECEMBER 2024

	Note	Group		Charity	
		2024 £	2023 £	2024 £	2023 £
<b>FIXED ASSETS</b>					
Tangible assets	13	2,885,412	3,064,435	2,885,412	3,064,435
Investments	14	-	-	100	100
		<u>2,885,412</u>	<u>3,064,435</u>	<u>2,885,512</u>	<u>3,064,535</u>
<b>CURRENT ASSETS</b>					
Stocks	15	4,013	3,685	-	-
Debtors	16	62,597	35,972	62,497	35,872
Cash at hand and in bank		484,363	425,512	483,646	424,318
<b>Total current assets</b>		<u>550,973</u>	<u>465,169</u>	<u>546,143</u>	<u>460,190</u>
<b>CURRENT LIABILITIES</b>					
Creditors: amounts falling due within one year	17	(294,770)	(298,533)	(319,757)	(320,914)
<b>Net current assets or (liabilities)</b>		<u>256,203</u>	<u>166,636</u>	<u>226,386</u>	<u>139,276</u>
<b>Total assets less current liabilities</b>		<u>3,141,615</u>	<u>3,231,071</u>	<u>3,111,898</u>	<u>3,203,811</u>
Creditors: amounts falling due after more than one year	19	(27,083)	(52,083)	(27,083)	(52,083)
<b>Net assets/(liabilities)</b>		<u>3,114,532</u>	<u>3,178,988</u>	<u>3,084,815</u>	<u>3,151,728</u>
<b>THE FUNDS OF THE CHARITY</b>					
<b>Unrestricted funds</b>					
Designated funds	22	2,885,412	3,064,435	2,885,412	3,064,435
General funds	22	229,120	114,553	199,403	87,293
<b>Total unrestricted funds</b>		<u>3,114,532</u>	<u>3,178,988</u>	<u>3,084,815</u>	<u>3,151,728</u>
<b>Total charity funds</b>		<u>3,114,532</u>	<u>3,178,988</u>	<u>3,084,815</u>	<u>3,151,728</u>

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

The accompanying notes form part of these financial statements.

Approved by the trustees and signed on their behalf.



Nic Espinosa  
Director

Date *11<sup>th</sup> August 2025.*

British Ballet Organisation Limited  
Company Number: 1402656  
Charity Number: 277177

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## GROUP AND CHARITY STATEMENT OF CASH FLOWS

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
<b>Net cash flow from operating activities (see below)</b>	83,777	33,942	84,254	35,575
<b>Cash flows from investing activities</b>				
Investment income	74	68	74	68
Purchase of tangible fixed assets	-	(16,873)	-	(16,873)
<b>Net cash flows from investing activities</b>	<u>74</u>	<u>(16,805)</u>	<u>74</u>	<u>(16,805)</u>
<b>Cash flows from financing activities</b>				
Loan repayments	(25,000)	(25,000)	(25,000)	(25,000)
<b>Net cash flows from financing activities</b>	<u>(25,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>	58,851	(7,863)	59,328	(6,230)
<b>Cash and cash equivalents at 1 January</b>	425,512	433,375	424,318	430,548
<b>Cash and cash equivalents at 31 December</b>	<u>484,363</u>	<u>425,512</u>	<u>483,646</u>	<u>424,318</u>
<b>Cash and cash equivalents consist of:</b>				
Cash at bank and in hand	484,363	425,512	483,646	424,318
<b>Cash and cash equivalents at 31 December</b>	<u>484,363</u>	<u>425,512</u>	<u>483,646</u>	<u>424,318</u>

### Reconciliation of net income to net cash flow from operating activities

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Net income for the period	(64,456)	(191,215)	(66,913)	(189,481)
Adjusted for:				
Investment income	(74)	(68)	(74)	(68)
Depreciation of fixed assets	136,681	134,456	136,681	134,456
CGS adjustment on leasehold property	42,342	-	42,342	-
Decrease/(increase) in stocks	(328)	720	-	-
Decrease/(increase) in debtors	(26,625)	55,169	(26,625)	55,169
Increase/(decrease) in creditors	(3,763)	34,880	(1,157)	35,499
	<u>148,233</u>	<u>225,157</u>	<u>151,167</u>	<u>225,056</u>
	<u>83,777</u>	<u>33,942</u>	<u>84,254</u>	<u>35,575</u>

### Analysis of changes in net debt

	At 31 Dec 2023 £	Cashflows £	Non-cash changes £	At 31 Dec 2024 £
	<b>Group</b>			
Loans falling due within one year	(25,000)	(25,000)	(25,000)	(25,000)
Loans falling due after more than one year	(52,083)	-	25,000	(27,083)
Cash	425,512	58,851	-	484,363
<b>Total net debt</b>	<u>348,429</u>	<u>33,851</u>	<u>-</u>	<u>432,280</u>
<b>Charity</b>				
Loans falling due within one year	(25,000)	(25,000)	(25,000)	(25,000)
Loans falling due after more than one year	(52,083)	-	25,000	(27,083)
Cash	424,318	59,328	-	483,646
<b>Total net debt</b>	<u>347,235</u>	<u>34,328</u>	<u>-</u>	<u>431,563</u>

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## ACCOUNTING POLICIES

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### General information, scope and basis of the financial statements

British Ballet Organization Limited is a registered charity, established as a private company limited by guarantee in England with the company number 01402656. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered and principal office is given in the charity information page of these financial statements and the nature of the charity's operations and principal activities are detailed in the trustees' report.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £.

### Accounting estimates and judgements

The charity makes estimates and assumptions concerning the future with the estimates and assumptions seldom equal to the related actual results. The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are those used in the carrying value of the charity's own premises and other tangible fixed assets. These include estimates of the residual values and useful lives of assets to calculate depreciation. Estimates and assumptions are also used in the allocation of support costs.

These estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no other significant estimates or judgements anticipated to have a significant effect on the amounts in the financial statements.

### Consolidation

These financial statements include the activities and results of British Ballet Organization Limited in the UK together with its branches in Australia & New Zealand and the results of its wholly owned trading subsidiary BBO Dance Supplies Limited consolidated on a line by line basis.

The charity has taken advantage of the exemption from presenting its own Statement of Financial Activities under Section 408 of the Companies Act 2006, with the results of the charity summarised in note 1. of these financial statements.

### Income

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Income from other trading activities includes income earned from letting of space and in the group accounts includes the income of the trading subsidiary. Such income is recognised when entitlement has occurred.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

Investment income in the form of bank interest is recognised as the charity's right to receive payment is established.

### Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

It is categorised under the following headings:

- Raising funds; includes costs of the trading subsidiary in the group accounts
- Charitable activities; includes all costs incurred in undertaking activities that further the charity's aims for the benefit of beneficiaries

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## ACCOUNTING POLICIES

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### Expenditure (continued)

Grants payable to third parties are within the charitable objectives. Where unconditional grants are offered, this is accrued as soon as the recipient is notified of the grant, as this gives rise to a reasonable expectation that the recipient will receive the grants. Where grants are conditional relating to performance then the grant is only accrued when any unfulfilled conditions are outside of the control of the charity.

### Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to expenditure on charitable activities on a basis consistent with use of the resources. The analysis of these costs is included in note 8.

### Governance costs

Governance costs are any costs associated with the strategic as opposed to day-to-day management of the charity's activities. These costs include emoluments for trusteeship, the cost of charity employees involved in meetings with trustees and the cost of any administrative support provided to the trustees such as external audit, legal advice for trustees and costs associated with constitutional and statutory requirements.

### Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The cost of any unused holiday and long service leave is accrued in the period in which it is due.

Redundancy and termination payments are recorded as an expense in the financial statements as they fall due with any amounts unpaid at the balance sheet date accrued.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

### VAT

The charity is registered for VAT and complies with the requirements of partial exemption. Irrecoverable VAT is accounted for within the expenditure category to which the underlying costs relate.

Additionally the charity is registered in Australia and New Zealand for goods and service tax (GST) through its branches in those countries and adheres to the requirements in those countries.

### Taxation

The Charity is an exempt Charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in sections 466 to 493 Corporation Tax Act 2010 (CTA 2010), as such no income tax is payable on the Charity's activities.

### Fixed Assets Policy Notes

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended with items of equipment capitalised where the purchase price exceeds £1,000.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Leasehold property	- Valuation (reviewed every 5 years).
Plant & machinery	- 10 years straight line.
Office equipment & furniture	- 5 years straight line.
Fixtures & fittings	- 10 years straight line.

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such indications exist, the charitable company estimates the recoverable amount of the asset and adjusts accordingly.

### Stock

Stocks of items for resale are shown in the balance sheet at the lower of cost and net realisable value.

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## ACCOUNTING POLICIES

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### **Debtors and creditors receivable / payable within one year**

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price and after any trade discount. Any losses arising from impairment are recognised in expenditure.

### **Financial instruments**

The charity only has financial assets and financial liabilities of a kind which qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

### **Cash and cash equivalents**

Cash and cash equivalents includes cash at bank and in hand available for the charity's use.

### **Financial instruments**

The charity only has financial assets and financial liabilities which are considered basis financial instruments. Those basic financial instruments are recognised on the basis set out for transactions and balances above.

### **Funds**

#### *Unrestricted funds*

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

#### *Restricted funds*

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost 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 these financial statements. At present the charity has no restricted funds.

### **Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 1. Results of the charity

	<b>2024</b>	<b>2023</b>
	<b>Total</b>	<b>Total</b>
	<b>Funds</b>	<b>Funds</b>
	<b>£</b>	<b>£</b>
Total income	1,083,739	1,031,798
Total expenditure	<u>(1,150,652)</u>	<u>(1,221,279)</u>
Net income/(expenditure)	<u><u>(66,913)</u></u>	<u><u>(189,481)</u></u>

Included within the charity's total income above is £6,139 (2023: £7,873) of gift of profits from the trading subsidiary as shown in note 14 to these financial statements. Other adjustments between the results of the charity and the consolidated results is the elimination of the subsidiary income and expenditure also shown in note 14.

### 2. Donations and legacies

	<b>2024</b>	<b>2023</b>
	<b>Total</b>	<b>Total</b>
	<b>Funds</b>	<b>Funds</b>
	<b>£</b>	<b>£</b>
Grants	7,000	6,000
Group	<u>7,000</u>	<u>6,000</u>

### 3. Charitable activities income

	<b>2024</b>	<b>2023</b>
	<b>Total</b>	<b>Total</b>
	<b>Funds</b>	<b>Funds</b>
	<b>£</b>	<b>£</b>
Membership	88,433	77,210
Examinations	436,629	442,047
Educational programmes and events	314,474	288,300
	<u>839,536</u>	<u>807,557</u>

### 4. Other trading activities

	<b>2024</b>	<b>2023</b>
	<b>Total</b>	<b>Total</b>
	<b>Funds</b>	<b>Funds</b>
	<b>£</b>	<b>£</b>
Letting and other income	197,712	210,300
Trading subsidiary (see note 14.)	<u>12,249</u>	<u>12,182</u>
	<u><u>209,961</u></u>	<u><u>222,482</u></u>

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

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### 5. Investments

	2024 Total Funds £	2023 Total Funds £
Bank interest	74	68
	<u>74</u>	<u>68</u>

### 6. Other income

	2024 Total Funds £	2023 Total Funds £
Insurance claim proceeds	33,278	-
	<u>33,278</u>	<u>-</u>

### 7. Raising funds

	2024 Total Funds £	2023 Total Funds £
Trading subsidiary (see note 14.)	3,653	6,043
	<u>3,653</u>	<u>6,043</u>

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# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 8. Charitable activities expenditure

	<b>2024 Total Funds £</b>	<b>2023 Total Funds £</b>
<i>Membership</i>		
Staff costs	15,967	15,720
Direct costs	527	3,045
	<u>16,494</u>	<u>18,765</u>
Support costs (see note 9.)	42,386	41,734
Governance costs (see note 10.)	7,016	10,874
	<u>65,896</u>	<u>71,373</u>
<i>Examinations and Syllabus</i>		
Staff costs	53,336	59,223
Contractors	19,211	17,760
Direct costs	217,408	222,243
	<u>289,955</u>	<u>299,226</u>
Support costs (see note 9.)	164,245	161,718
Governance costs (see note 10.)	27,185	42,138
	<u>481,385</u>	<u>503,082</u>
<i>Education Programmes and Events</i>		
Staff costs	116,657	128,082
Contractors	22,011	17,760
Direct costs	88,018	99,847
	<u>226,686</u>	<u>245,689</u>
Support costs (see note 9.)	323,192	318,219
Governance costs (see note 10.)	53,493	82,916
	<u>603,371</u>	<u>646,824</u>
	<u>1,150,652</u>	<u>1,221,279</u>

### 9. Support costs

	<b>2024 Total Funds £</b>	<b>2023 Total Funds £</b>
Staff costs	167,013	162,029
Contractors	11,116	10,939
Depreciation	136,681	134,456
Property costs	101,507	89,787
Audit and advisory	11,790	19,110
Marketing and website	6,899	10,153
Course development and other costs	9,252	13,847
Interest payable and foreign exchange	903	2,554
Other office and central costs	84,662	78,796
	<u>529,823</u>	<u>521,671</u>
<i>Allocation of support costs</i>		
Membership	42,386	41,734
Examinations and Syllabus	164,245	161,718
Education Programmes and Events	323,192	318,219
	<u>529,823</u>	<u>521,671</u>

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

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### 10. Governance costs

	<b>2024 Total Funds £</b>	<b>2023 Total Funds £</b>
Staff costs	83,331	131,842
Other governance costs	4,363	4,086
	<u>87,694</u>	<u>135,928</u>
<i>Allocation of governance costs</i>		
Membership	7,016	10,874
Examinations and Syllabus	27,185	42,138
Education Programmes and Events	53,493	82,916
	<u>87,694</u>	<u>135,928</u>

### 11. Auditor's remuneration - group

Audit	10,500	10,500
Accountancy and taxation	2,500	2,500
	<u>13,000</u>	<u>13,000</u>

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 12. Wages and salary costs and related party transactions

	<b>2024</b>	<b>2023</b>
	<b>Total</b>	<b>Total</b>
	<b>Funds</b>	<b>Funds</b>
	<b>£</b>	<b>£</b>
Gross wages	394,488	448,519
Employer's national insurance costs (net of employment allowance)	27,701	28,215
Pension costs	15,280	18,331
	<u>437,469</u>	<u>495,065</u>
	<b>2024</b>	<b>2023</b>
	<b>Total</b>	<b>Total</b>
Staff numbers:		
Average head count	<u>10</u>	<u>11</u>

In the current year one employee received emoluments (excluding employer pension costs) above £60,000. (2023: None)

#### *Self employed staff*

A number of self-employed staff are contracted on a part time basis to assist with the provision of charitable activities. Total payments to such staff in the year were £52,339 (2023: £46,459).

#### *Pension scheme*

The charity operates a defined contribution pension schemes for its employees. Payments to the schemes inclusive of contributions and fees amounted to £15,280 (2023: £18,331).

#### *Key management personnel*

A charity's key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the charity, directly or indirectly. Employee benefits for the charity's key management personnel (as detailed in the information page) inclusive of gross pay, employer's national insurance and employer pension contributions amounted to £83,601 (2023: £131,219) in the year under review.

#### *Trustee remuneration and benefits*

No trustees, or any entity from which they receive a benefit, received remuneration, expenses nor fees for services or goods supplied to the charity in the year under review or the comparative year.

#### *Other transactions with related parties*

An unrestricted grant of £7,000 (2023: £6,000) was received from Espinosa Memorial Fund, a charity for which the chairman's daughter is a trustee.

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 13. Fixed Assets - Group and Charity

	Leasehold property £	Plant & machinery £	Office equipment & furniture £	Fixtures & fittings £	Total £
<i>Cost</i>					
At the beginning of the year	2,796,377	506,405	266,677	809,707	4,379,166
Additions	-	-	-	-	-
Disposals	(42,342)	-	-	-	(42,342)
	<u>2,754,035</u>	<u>506,405</u>	<u>266,677</u>	<u>809,707</u>	<u>4,336,824</u>
<i>Depreciation and impairments</i>					
At the beginning of the year	-	413,073	245,456	656,202	1,314,731
Depreciation	-	50,538	5,288	80,855	136,681
Disposals	-	-	-	-	-
	<u>-</u>	<u>463,611</u>	<u>250,744</u>	<u>737,057</u>	<u>1,451,412</u>
Net book value at the beginning of the year	<u>2,796,377</u>	<u>93,332</u>	<u>21,221</u>	<u>153,505</u>	<u>3,064,435</u>
Net book value at the end of the year	<u>2,754,035</u>	<u>42,794</u>	<u>15,933</u>	<u>72,650</u>	<u>2,885,412</u>

### 14. Investment in trading subsidiary - Charity

	2024			2023		
	Shares held No.	Par value £	Total £	Shares held No.	Par value £	Total £
Shares in BBO Dance Supplies Limited	<u>100</u>	<u>1</u>	<u>100</u>	<u>100</u>	<u>1</u>	<u>100</u>

The charity has a 100% owned trading subsidiary, BBO Dance Supplies Limited, which is incorporated (company number 3907230). It is responsible for the sale of various teaching resources, clothing and other merchandise. The results of the trading subsidiary are shown below with the entirety of its activities being part of unrestricted funds.

	2024 £	2023 £
Turnover	12,249	12,182
Cost of sales	<u>328</u>	<u>(721)</u>
Gross profit	12,577	11,461
Administrative expenses	<u>(3,981)</u>	<u>(5,322)</u>
Profit on ordinary activities before taxation	8,596	6,139
Tax on ordinary activities	<u>-</u>	<u>-</u>
Profit for the year	<u>8,596</u>	<u>6,139</u>
Reserves brought forward	27,260	28,994
Profit for the year	8,596	6,139
Gift to parent charity	<u>(6,139)</u>	<u>(7,873)</u>
Reserves carried forward	29,717	27,260
Share capital	100	100
Net assets	<u>29,817</u>	<u>27,360</u>

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 15. Stock

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Merchandise, clothing and teaching materials	4,013	3,685	-	-
	<u>4,013</u>	<u>3,685</u>	<u>-</u>	<u>-</u>

### 16. Debtors

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	7,098	13,504	7,098	13,504
Prepayments and accrued income	9,772	6,003	9,772	6,003
Other debtors	45,727	16,465	45,627	16,365
	<u>62,597</u>	<u>35,972</u>	<u>62,497</u>	<u>35,872</u>

### 17. Creditors: amounts falling due within one year

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade creditors	25,286	28,733	25,254	28,731
Bank loan	25,000	25,000	25,000	25,000
Taxation and social security	13,933	14,780	13,933	14,780
Amounts payable to subsidiary	-	-	25,019	22,383
Other creditors	86,725	76,474	86,725	76,474
Accruals	55,022	41,315	55,022	41,315
Deferred income (see note 18.)	88,804	112,231	88,804	112,231
	<u>294,770</u>	<u>298,533</u>	<u>319,757</u>	<u>320,914</u>

### 18. Deferred income - Group and Charity

	2024 Total £	2023 Total £
Brought forward	112,231	76,798
Released in the year	(112,231)	(76,798)
Deferred in the year	88,804	112,231
Carried forward	<u>88,804</u>	<u>112,231</u>

Deferred income comprises of income received in advance of related costs that will fall in the following year, in particular payments for the teaching qualifications, membership and scholar's income.

### 19. Creditors: amounts falling due after more than one year

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Bank loan	27,083	52,083	27,083	52,083
	<u>27,083</u>	<u>52,083</u>	<u>27,083</u>	<u>52,083</u>

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 20. Operating lease commitments

At the end of the reporting period the charity and group had total minimum lease payments under non-cancellable operating leases as follows:

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Amounts payable in under one year	5,268	5,268	5,268	5,268
Amounts payable in one to two years	4,180	5,268	4,180	5,268
Amounts payable in two to five years	3,092	7,272	3,092	7,272
	<u>12,540</u>	<u>17,808</u>	<u>12,540</u>	<u>17,808</u>

### 21. Contingencies - Group and Charity

HMRC accepted the charity's application for VAT relief under a Capital Goods Scheme (CGS) in March 2017. This resulted in a material recovery of VAT paid on the acquisition and fit out of the charity's headquarters, Ensign House. The majority of this amount has been received from HMRC in variable amounts since January 2018. £11,646 (2023: £11,646) remains outstanding at the balance sheet date under this scheme and is expected to be recovered fully in the next year. The amount receivable can and will change as the use of the building changes.

### 22. Analysis of net movement in funds - Group and Charity

	Group				Total funds carried forward £
	Year ended 31 December 2024				
Total funds brought forward £	Income £	Expenditure £	Transfers between funds £		
<i>Unrestricted funds</i>					
Designated funds					
Fixed assets	3,064,435	-	(136,681)	(42,342)	2,885,412
Total designated funds	<u>3,064,435</u>	<u>-</u>	<u>(136,681)</u>	<u>(42,342)</u>	<u>2,885,412</u>
General funds	87,293	1,077,600	(1,013,971)	48,481	199,403
Trading subsidiary	27,260	12,249	(3,653)	(6,139)	29,717
Total unrestricted funds	<u>3,178,988</u>	<u>1,089,849</u>	<u>(1,154,305)</u>	<u>-</u>	<u>3,114,532</u>
Total funds	<u>3,178,988</u>	<u>1,089,849</u>	<u>(1,154,305)</u>	<u>-</u>	<u>3,114,532</u>

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 22. Analysis of net movement in funds - Group and Charity (continued)

	Total funds brought forward £	Charity Year ended 31 December 2024		Transfers between funds £	Total funds carried forward £
		Income £	Expenditure £		
<i>Unrestricted funds</i>					
Designated funds					
Fixed assets	3,064,435	-	(136,681)	(42,342)	2,885,412
Total designated funds	3,064,435	-	(136,681)	(42,342)	2,885,412
General funds	87,293	1,083,739	(1,013,971)	42,342	199,403
Total unrestricted funds	3,151,728	1,083,739	(1,150,652)	-	3,084,815
Total funds	3,151,728	1,083,739	(1,150,652)	-	3,084,815

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 23. Summary of group income and expenditure contributed by entity

	Charity and branches			BBO Dance	2024
	UK	Australia	New Zealand	Supplies Ltd	Total
	£	£	£	£	Funds
					£
Donations and legacies	7,000	-	-	-	7,000
Charitable Activities - Membership	67,209	10,509	10,715	-	88,433
Charitable Activities - Examinations	336,141	44,966	55,522	-	436,629
Charitable Activities - Educational programmes and events	251,711	28,206	34,557	-	314,474
Other trading activities	197,635	77	-	12,249	209,961
Investments	41	-	33	-	74
Other income - insurance claim proceeds	33,278	-	-	-	33,278
<b>Total income</b>	<b>893,015</b>	<b>83,758</b>	<b>100,827</b>	<b>12,249</b>	<b>1,089,849</b>
Raising funds	-	-	-	3,653	3,653
Charitable Activities - Staff costs	155,384	30,575	-	-	185,959
Charitable Activities - Contractors	41,223	-	-	-	41,223
Charitable Activities - Direct costs	227,600	36,440	41,914	-	305,954
Support costs	462,126	57,759	9,938	-	529,823
Governance costs	87,693	-	-	-	87,693
<b>Total expenditure</b>	<b>974,026</b>	<b>124,774</b>	<b>51,852</b>	<b>3,653</b>	<b>1,154,305</b>
<b>Management charge<sup>1</sup></b>	<b>-</b>	<b>37,496</b>	<b>(37,496)</b>	<b>-</b>	<b>-</b>
<b>Net income/(expenditure)</b>	<b>(81,011)</b>	<b>(3,520)</b>	<b>11,479</b>	<b>8,596</b>	<b>(64,456)</b>

	Charity and branches			BBO Dance	2023
	UK	Australia	New Zealand	Supplies Ltd	Total
	£	£	£	£	Funds
					£
Donations and legacies	6,000	-	-	-	6,000
Charitable Activities - Membership	54,983	11,830	10,397	-	77,210
Charitable Activities - Examinations	325,700	53,664	62,683	-	442,047
Charitable Activities - Educational programmes and events	214,043	42,908	31,349	-	288,300
Other trading activities	209,718	582	-	12,182	222,482
Investments	35	-	33	-	68
<b>Total income</b>	<b>810,479</b>	<b>108,984</b>	<b>104,462</b>	<b>12,182</b>	<b>1,036,107</b>
Raising funds	-	-	-	6,043	6,043
Charitable Activities - Staff costs	159,406	43,619	-	-	203,025
Charitable Activities - Contractors	35,520	-	-	-	35,520
Charitable Activities - Direct costs	230,739	57,800	36,595	-	325,134
Support costs	429,987	84,096	7,589	-	521,672
Governance costs	135,928	-	-	-	135,928
<b>Total expenditure</b>	<b>991,580</b>	<b>185,515</b>	<b>44,184</b>	<b>6,043</b>	<b>1,227,322</b>
<b>Management charge<sup>1</sup></b>	<b>-</b>	<b>68,347</b>	<b>(68,347)</b>	<b>-</b>	<b>-</b>
<b>Net income/(expenditure)</b>	<b>(181,101)</b>	<b>(8,184)</b>	<b>(8,069)</b>	<b>6,139</b>	<b>(191,215)</b>

<sup>1</sup> Basis of management charge

The management charge is made by Australia to New Zealand branch in respect of operational and administrative costs (including salary costs) incurred on behalf of the other.

**BRITISH BALLET ORGANIZATION LIMITED**

England & Wales - Charity number 277177

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# Accounts

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# BRITISH BALLET ORGANIZATION LIMITED

Limited by Guarantee

## Trustees Report and Financial Statements

*for the year ended  
31 December 2023*

Registered Charity Number 277177  
Registered Company Number 01402656

**bbodance**

**bluespire**  
Chartered Accountants

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## Report from the Chair of the Board

We are pleased to present the Annual Report and Financial Statements for the British Ballet Organization Limited for the year to December 31<sup>st</sup> 2023.

The year has been a significant one in stabilising the organisation post-pandemic and taking into account on-going challenges in the United Kingdom, Europe and beyond.

Membership retention and growth have both been stable; slowly but surely increasing the overall number of members connected to the organisation. With this, there has been the opportunity to offer training, CPD and events on a level nearly comparable with pre-pandemic times. The on-going presence of online offerings for teaching members and the wider dance community has continued to attract new members from overseas and in places that had not been so accessible previously including, China, Canada and the United Arab Emirates.

The organisation worked hard to increase accessibility via digital platforms with the introduction of a new website and new examinations software which has rolled out in the UK and will soon be available to members worldwide. These platforms offer a smooth and succinct process to members and customers no matter where they are based, allowing a consistent level of service to all. The established review cycle of the various syllabi offered by the organisation ensures that all members have the most up to date revisions of all work, accessible at the click of a button via the members' area of our website.

We were excited to welcome both Brenda Last OBE as President and Cynthia Harvey as Vice President in late 2023. Both individuals have an incredible standing in the world of Classical Ballet and we are thrilled to have their Patronage.

The Board of Trustees was strengthened in 2023 with the appointment of Janet Lambert and Annie Stayt, both of whom bring a wealth of knowledge to the role. Sarah Banham stepped down as Trustee and I would like to offer our most sincere thanks to her for her support over the preceding years, particularly in helping us to forge relationships within the borough of Wandsworth.

Our Australian branch hosted one of the most successful Dance Days events in recent memory, this time in Melbourne, rather than its usual home in Sydney. New Zealand followed suit with members keen to attend and support this annual opportunity to come together for a week of activities in Christchurch. It is so lovely to hear the anecdotes of a membership working so hard together as the global economic climate gives everyone such a challenge; from the teachers to the parents of students, all of whom want to enjoy the art form as far as possible. We never underestimate this unwavering commitment from all involved.

The key strategy for the organisation remains stabilisation and ensuring our foundations are strong in our core activities. We continue to keep our mission at the forefront of all that we do; to inspire excellence and promote the education, training and enjoyment of dance to all.



**Nic Espinosa**  
Chairman

## Report from the Chief Executive Officer

Looking back at the year ending December 2023, I am really proud of the way in which the organisation has stabilised, with significant growth in all of our regular activities against the previous year. This recovery is something which has given the team and I great confidence that we can maximise opportunities in future.

Whilst the year was a challenging one, it is worth noting that membership numbers are slowly increasing and examination numbers are slowly but surely recovering from the impact of restrictions in 2020-22. There were only 11 fewer examining days in the UK in 2023, compared with 2019, representing 97% recovery. These two factors are the key indicators as to the organisation's future and I will be working incredibly hard over the next year to ensure that we mitigate against rising costs in many areas of the organisation to ensure we can continue to deliver these key services.

The huge rise in costs as a result of high inflation contributed to the overall losses made this year. The organisation's headquarters at Battersea Reach incurred some of the most significant rises in cost which depleted the surplus of income from hirers and rentals. Operating costs generally were hit in 2023 by suppliers who inevitably had to pass on the increase to their own costs as a result of inflation and the now infamous cost of living crisis. With both of these things seemingly less extreme at the time of writing this report, we are confident that our very prudent budgeting will see its effects lessened in the current year.

In September, water damage from residential flats affected headquarters and had a significant effect on operations and facilities. The impact of the floods to studio and office availability undoubtedly affected income to some extent. It is looking tentatively hopeful that the landlord will have rectified the damage by the middle of 2024.

Numbers at our 'in person' events for both students and teachers continued to flourish and grow against the previous year, although they have yet to return to 'pre-pandemic' levels. Dance Days, which is the organisation's flagship event was well attended in the UK and in our Australasian regions which was hugely encouraging.

Our investment in both examination software and a new website has revitalised the offering to new teachers who we continue to attract thanks to our appealing membership package and the personable qualities of our small team, as well as the syllabi which provide such a solid foundation for all of our teaching members and their students.

I am humbled to have welcomed both Brenda Last OBE and Cynthia Harvey onto our team as President and Vice President respectively. I very much look forward to working with them both in the months and years to come and to take on board the wisdom both can bring to our artistic developments as we journey towards our centenary year in 2030.

I must acknowledge the great work of Julie Bowers, who stepped down as Joint Chief Executive Officer this year. Her impact on the organisation can be seen in the growth in membership over recent years and the provision of events that are now accessible to all. Of course, none of what has been achieved in 2023 and 2024 could have been accomplished without the dedication of our staff to whom I am incredibly grateful.



**Fiona Knower**  
Chief Executive Officer

## Officials, Trustees and Management

### Founders

Edouard Espinosa  
Eve Kelland

### Founder President

Dame Ninette de Valois OM CH DBE

### President

Brenda Last OBE (from 20 December 2023)

### Vice Presidents

Sir David Bintley CBE  
Cynthia Harvey (from 31 December 2023)

### Patrons

Agnes Oaks CBE  
Bonnie Langford  
Brandon Lawrence  
Craig Revel-Horwood  
Doreen Wells Marchioness of Londonderry  
Gillian Revie  
Joseph Powell Main (from 28 February 2023)  
Mark Baldwin OBE  
Martin James  
Robert Parker  
Tandy Muir-Warden  
Thomas Edur CBE  
Wayne Sleep OBE  
Wendy Ellis Soames

### Trustees

Nicholas Espinosa (Chairman)  
Julian Jones  
Sarah Banham (Resigned 28 September 2023)  
Anne Walker MBE  
Richard Thom  
Janet Lambert (Appointed 20 January 2023)  
Anne Stayt (Appointed 27 April 2023)

### Senior Management

Chief Executive Officers	Fiona Knower	
	Julie Bowers	(Resigned 30 January 2024)
Head of Finance	Suresh Perera	(Appointed 17 July 2023)
	Justyna Nascimento	(Resigned 22 August 2023)
Head of Teaching Qualifications	Shelly Saint Smith	
Regulatory and Quality Assurance Advisor	Libby Costello	
Senior Branch Administrator (Australasia)	Elizabeth Derby	

## Report of the Trustees

The Board of Trustees, who are also directors under company law, are pleased to present the annual report and the consolidated financial statements of the charity, its branches and its subsidiary for the year ending 31 December 2023. The annual report and financial statements comply with Charities Act 2011, the Companies Act 2006, the Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and Ireland (FRS 102) (effective 1 January 2019).

Although the subsidiary is exempt from audit by virtue of Section 477 of Companies Act 2006, the financial statements are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

### Structure

The British Ballet Organization was founded in 1930, registered as a Charity in England and Wales on 26 February 1978 No 277177 and established as a private company limited by guarantee without share capital on 29 November 1978 No 1402656. Revised Articles of Memorandum and Objects were adopted on 31 August 2005, and subsequently replaced with revised Articles of Association on 6 July 2012, bringing the Articles of Association into compliance with the Companies Act 2006. Each member has undertaken to contribute to the assets of the charity in the event of being wound up while she/he is a member, or within one year of ceasing to be a member, for payment of debts and liabilities of the charity contracted before ceasing to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors amongst themselves, such amount as may be required not exceeding £1 each.

The Charity consists of the UK charity and the two branches overseas and the Group includes the Charity and a subsidiary company. The Charity trades as bbodance.

In Australia bbodance is registered as a not-for-profit branch of a foreign entity with ARBN No 076365403 on 13 November 1996 and as an Unincorporated Entity with the Australian Business Register (ABR) on 18 November 1999 with ABN No 78 207 575 900.

In New Zealand bbodance is registered as a not-for-profit branch of a foreign entity and a local Charity in NZ on 14 August 2000 No CC36353 and has an IRD No 68 994 306.

BBO Dance Supplies Ltd was established in England as a private company with shares on 14 January 2000 No 03907230, and is 100% owned by British Ballet Organization Ltd. Its primary purpose is to provide an additional legal identity to market sales of dancewear, syllabi, merchandise and other learning material. The company covenants its profits to the Charity.

bbodance is an awarding organisation offering qualifications recognised in England and Wales and is required through the Board of Trustees to issue an annual Statement of Compliance to the Office of Qualifications and Examinations Regulation (Ofqual), and Qualification Wales. The Trustees agreed to open discussions in April 2024 with the Scottish Regulator The Scottish Qualifications Authority (SQA) and this dialogue is on-going. bbodance is validated by the Council for Dance, Drama and Musical Theatre (CDMT) as an awarding organisation. The organisation continues to be supported by an external adviser who acts as Responsible Officer (RO). Reports are presented in advance of all Trustee meetings. Statements of Compliance (England and Wales jointly) have been submitted in a timely fashion. bbodance branches follow regulated qualifications criteria in the award of recognised qualifications to students in those countries where they operate and manage.

bbodance is required to report any Safeguarding (including Prevent) incidents to the Charity Commission, as well as Ofqual, and Qualifications Wales where there is an event which could have an adverse effect, leading to a loss of standards, integrity, or public confidence in qualifications. bbodance follows the Charity Grievance code.

## Principal Activities

The activities driven by the organisation promote the education, training and enjoyment of dance, and are offered to a broad range of people, with mixed abilities throughout the United Kingdom and internationally. These services can be accessed through [www.bbodance.com](http://www.bbodance.com).

bbodance provides dance training, dance teacher education and dance assessment services to students and teachers. These are provided in its role as:

- A teaching qualification organisation - recognised by Ofqual and Qualification Wales to deliver regulated teaching qualifications to aspiring dance teachers
- A dance awarding organisation – validated by CDMT, Ofqual and Qualification Wales to deliver regulated examination qualifications in Classical Ballet, Musical Theatre, Contemporary, Tap, Jazz, Acrodance and Modern Dance
- A membership organisation – offering registered dance teachers the opportunity to undertake continuing professional education, students of dance to enjoy dance in all its forms, and a support body to those needing help and assistance

## Mission

To inspire excellence and promote the education, training, and enjoyment of dance,

## Objective and Public Benefit

The charity's objects are specifically restricted to advance the education of the public in the art of ballet and associated dance form. The Trustees consider that the organisation's activities meet its charitable objectives. The fees for student activities are set to be as affordable as possible and we are particularly proud of our thriving Teacher training programme and our Scholars scheme for its accessibility in the market.

As a charity registered in England and Wales, the charitable company also acts in accordance with the Charity Commission for England and Wales' guidance on public benefit including the guidance 'Public Benefit: running a Charity (PB2)' and the Charities Act 2011.



## Strategic objectives and achievements

Our principal objective remains to grow our membership, from which growth in our core activities benefit. Additionally, we aim to be at the forefront of the dance sector, whilst achieving our charitable and financial goals. We aim to enhance the quality of dance provision and bring dance to the wider community whilst increasing and diversifying our sources of income.

The Trustees, throughout their planning and review processes, are aware of their responsibilities to ensure that there is a clear public benefit derived from the activities of the organisation. Like all organisations within our sector, the last year has been affected by a cost-of-living crisis in the UK, high rates of inflation globally and a war in Europe for the first time in a generation. For the reporting year our key strategic aims have continued to be:

## Revitalising and enhancing our core products

We wish to offer the complete range of opportunities that would normally be expected from an organisation such as ours. We wish to continue the work already started in modernising, reviewing, and extending the range of our offerings. We will continue the development of our syllabi and Teaching Qualifications, look to introduce more dance orientated events for adults, continue offering a vibrant and innovative CPD program, whilst also extending the range of courses provided.

### Achievement:

- Syllabus development has remained a priority this year as we maintain a 5-year review cycle on all existing work as well as developing key new works to extend the offering on our newest syllabi; AcroDancer and Musical Theatre. In this year there has been the finalisation and launch of a number of syllabi including Intermediate Musical Theatre and Primary and Grade 1 AcroDancer. A revitalised Adult Tap syllabus (grade 1-4) was also released.
- The Teaching Qualifications are going through a period of review with the Head of Teaching Qualifications and in conjunction with key personnel internally and externally. Whilst no major changes were introduced in the reporting period, there have been some key decisions passed which will potentially affect courses delivered in the next academic year (from September 2024) and beyond with a view to further cementing our place in the market and remaining competitive.
- CPD has continued to be thoughtfully developed and delivered in response to member requests and with an eye on providing a holistic experience for dance teachers in addition to offering mandatory or syllabus focussed work. Given events over the last few years, it has never been more important to provide training and mentoring on issues such as diversity, mental health and financial management and we are fully committed to supporting teachers in any way that we are able. A new and exploratory membership for adults was also launched in September 2023, called Next Stage. This offers adults who are not teachers a chance to take part in suitable online classes, webinars and live events and we hope will forge new relationships with the organisation.

## Focus on financial goals

Following disappointing results in the preceding year, it remained imperative to focus once again on the financial goals of the organisation. As ever there were some difficult and unexpected increases in expenditure in relation to both the UK and the branches but positives can be taken from the following achievements.

### Achievement:

- Examination income across the group made a significant growth against last year, continuing its recovery post-pandemic (£442,047 for 2023 vs £363,542 for 2022)
- Improved contribution from the Teaching Qualifications courses due to improved margins

- An almost 66% increase in income in the UK for Dance Days 2023 vs Dance Days 2022.
- An increase of 12% in total income for the group in 2023 vs 2022.

## Service and scale

Continuing on from the development of online provision, which was implemented out of necessity during the pandemic, there has been investment in two online platforms which benefit our membership and the wider audience; namely ExamTrack (software which manages the exams lifecycle both internally and for examiners and teaching members) and a new website which serves the wider public and our teaching members. We believe that by investing in systems that reduce the admin burden for both staff and members, we are able to offer the highest levels of customer service in other areas of the organisation.

### Achievement:

- The ability to manage exams globally will come into play in the next reporting year and one system will look after all of the information required to manage the exams lifecycle for UK operations and the branches. This alleviates the manual reporting required between branches and headquarters, with updates to all exam policies and procedures being applied centrally to the system. For our valued teaching members in the UK, it became very quickly apparent after launch that the system enhances their user experience. The time saved in carrying out admin for an exam session for both the teacher and then the examiner is significant and this was our top priority when we set out to develop the platform for bbodance.
- The new website is user friendly and gives the opportunity for us to set up recurring payments for memberships in future; something that many members have requested.
- We continue to take calls and receive feedback that our friendly and personable service sets us apart from the other dance awarding organisations and this quite often comes from teachers who wish to move to us from another society. This appears to be testament that our strategy is working.

## Develop an international and regional programme

We continue to develop a UK regional programme and a robust international model to strengthen our branches in "Australasia" and to create a strong base for future growth both inside and outside of the UK.

### Achievement:

- Engagement in regional meetings and events was once again strong in the UK. Regional Representatives have been wonderfully proactive in working with colleagues at headquarters to understand what CPD is requested to accompany their events and to help schedule training for mandatory courses such as first aid for their group of members. Online conference calls now make it very easy to connect with our members overseas and this has been a key area of focus. Where there are clusters of teachers based outside of the UK and branches, we are now planning how to offer live events to encourage engagement in person as well.
- Australia and New Zealand hosted successful Dance Days events in each country respectively. The engagement of students and teachers alike was encouraging against a difficult backdrop of rising costs and a small associated drop in examination numbers. This engagement instils the confidence needed to plan more events and know they have potential to be successful.

## Partnerships, collaborations, and external expertise

We continue to look to build on current and past connections. We intend to increase the depth and diversity of our Governing Body (Trustees) and Senior Management Committee as necessary. We will actively seek external Individuals/organisations to advise us, and we will work to establish mutually beneficial partnerships and collaborations.

### **Achievement:**

- Work on understanding our role in promoting racial diversity has continued, with bbodance CEOs completing leadership training alongside CEOs of the other major Dance Awarding Organisations. bbodance also partnered with Shades and ISTD to promote skin tone tights and dance shoes and continues to work collaboratively on the issue of racial diversity within the dance sector.
- There continues to be an extremely positive working relationship with Tavaziva Dance who rent space in the main bbodance office and the year saw a continuation of the work together on a Youth Dance Company and workshops with them.
- It is our intention to continue forging relationships across the borough with arts organisations and we supported the Wandsworth Arts Fringe with this in mind. There are some wonderful contacts being made and plans afoot to explore what we can collectively offer in the current reporting year. The most obvious asset at our disposal is our beautiful suite of studios and spaces which were utilised at reduced rates by various local and charitable arts organisations.
- Our Patrons continue to offer a generous amount of time to the organisation and a wealth of expertise on artistic matters and various other areas, including diversity and inclusion. We are so grateful for the time they donate and level of communication they share with the team to produce webinars, training and communications which help to support and inspire the membership.

## Marketing

After a difficult couple of years in which investment in marketing was reduced significantly, the reporting year saw significant changes to this with the engagement of an external company and the recruitment of a member of staff into the role of Marketing and Business Development Coordinator.

### **Achievement:**

Whilst the implementation of the new website and CRM, alongside the new Exams system, certainly brought its challenges on an administrative level, the new website was well received in November and the move to get all members to access the members' area is now all but complete. Feedback on the aesthetics of the site was unanimously positive and drew together the new photography and images which had started to be captured with the introduction of the new uniform back in 2022. A new and cohesive branding plan is being implemented in the current year. Usability of the new website was similarly positive and the platform is now taking all membership renewals and event bookings as planned.

## Corporate Governance

### President and Vice Presidents

During the reporting year we were thrilled to appoint Brenda Last OBE as the organisation's new President, following the sad passing of Dame Beryl Grey. Cynthia Harvey further strengthened the ranks of our Patrons, agreeing to take on the role of Vice President alongside David Bintley.

### Board of Trustees

The affairs and property of the charity are managed by a Board of Trustees which may exercise all such powers of the Trust as not required by its Articles of Association to be exercised in general meeting.

At the end of 2023 there were 6 appointed Trustees. Janet Lambert and Annie Stayt joined in January and April respectively and Sarah Banham resigned in September 2023.

Mr Nicholas H Espinosa	(Chairman)
Julian Jones	
Sarah Banham	(Resigned 28 September 2023)
Anne Walker MBE	
Richard Thom	
Janet Lambert	(Appointed 20 January 2023)
Anne Stayt	(Appointed 27 April 2023)

### Meetings

There were 5 Trustee meetings in the reporting year, with agreement that this would reduce to 4 in the current year and one Pre-Audit meeting with a Trustee, the CEO and the Head of Finance.

### Recruitment

The identification and recruitment of Trustees is no longer a priority, however there is on-going discussion as to what areas of expertise would be good to attract to the Board. The organisation's policy is to source new Trustees by personal referral from contacts made through the operation of the organisation, such as tenants, our solicitors and the Chamber of Commerce. New Trustees are interviewed, and if applicable introduced to the other Trustees. If they are considered suitable, they are co-opted to attend the next Trustee meeting and subsequently appointed at the following meeting.

### Induction and training

New trustees are provided with an induction pack which consists of the Memorandum and Articles of Association, past Financial Statements and copies of previous meetings and Audit reports.

New and ongoing Trustees are offered relevant training, if required, from professional advisers and maintain their competence by reading material produced by the Charity Commission and other publications as appropriate.

## Related parties

Trustees must disclose any contractual relationship with a related party.

The daughter of the Executive Chairman, Stephanie Espinosa-Martin, is a Trustee of the Espinosa Memorial Fund (EMF) which provides grants to bbodance. A grant of £6,000 was made in 2023 (2022 £7,000). Details of these grants are included in note 11 to the accounts.

The bbodance CEO, Fiona Knower sits as Trustee on the Board of the Espinosa Memorial Fund (EMF). The EMF appreciates the more detailed contribution that the CEO can bring to their own discussions.

No Trustees received remuneration or other benefit from their work with the charity. The Executive Chairman works 1 day a week in the office or from home on an unremunerated basis.

## Independence

At each meeting during the year the Trustees record their adherence to the organisation's Conflict of Interest Policy.

## Indemnities and insurance

bbodance takes out indemnity insurance to indemnify it against loss arising from the neglect or default of its trustees, employees or agents and to indemnify the trustees and other officers against the consequence or any neglect or default on their part.



## Management and committees

The Chair is responsible for the leadership and management of the Board.

The Chief Executive Officer is responsible for the leadership and day-to-day management of the Group to ensure the delivery of the strategy agreed by the board. The CEO is supported by members of the board.

During 2023 the day to day running of the organisation was delegated to Joint CEOs, one focusing on the Artistic and one on the Operational side. Since February 2024 this has reduced to a single CEO.

The Board does not operate any sub-committees but there are a number of committees which assist Management.

### Executive Committee

An Executive Committee comprising the Executive Chairman and the Joint CEOs met weekly in 2023. In the current reporting year this committee has disbanded and delegation of committees remains as per below.

### Senior Management Committee

The former Executive Committee and the Trustees were further advised by the Senior Management Committee (SMC) which meets five times annually.

Membership of the Senior Management Committee is as follows:

- Executive Chairman
- Chief Executive Officers (reduced to one CEO in 2024)
- Head of Finance
- Head of Teaching Qualifications
- Qualifications Manager
- Regulatory and Quality Assurance Advisor

### Quality Assurance Committee

The Committee ensures that bbodance fulfils the regulatory requirements of Ofqual and Qualifications Wales, as specified in their respective Conditions of Recognition.

Membership of the Quality Assurance Committee is as follows:

- Executive Chairman (Chair)
- Chief Executive Officers (reduced to one CEO in 2024)
- Head of Teaching Qualifications
- Qualifications Manager
- Regulatory and Quality Assurance Advisor

## Qualifications and Awards Approval Board

The Committee approves the introduction of all new syllabi for Performing Arts Graded Examinations, regulated qualifications and non-regulated awards and, where necessary, recommends withdrawal of a qualification.

Membership of the Qualifications and Awards Approval Board is as follows:

Executive Chairman (Chair)  
Chief Executive Officers (reduced to one CEO in 2024)  
Head of Teaching Qualifications  
Qualifications Manager  
Regulatory and Quality Assurance Advisor  
Specialist Advisors where appropriate

## BBO Dance Supplies Ltd

The business of the company is included in the meetings of the Board of Trustees of bbodance as and when necessary. An annual general meeting is not required to be held in accordance with Part 13 (sec281 - sec361) of the Companies Act 2006.

## Fundraising

The charity does not carry out significant fundraising activities. Accordingly, the charity does not use any professional fundraisers, nor is it subscribed to any fundraising codes or standards.

## Principal risks and uncertainties

### Governance, risk, and control

The Trustees require the Chief Executive to maintain a risk register for the organisation. The risk assessment is reviewed annually, and separate specific risk assessments are conducted for issues such as IT; events; Health and Safety.

We wish the risk process to be considered as a continuing process rather than a once-a-year review. It is for this reason the SMC reviews the risk register periodically and updates are an agenda item at meetings of the Trustees.

### Operational Risk Management

The Chief Executive, alongside various members of the Senior Management Committee are responsible for activating and managing the Business Continuity Plan in the event of any incidents that have potential to critically damage the organisation. The Board would be updated throughout any such incident and would offer strategic guidance where appropriate.

### Exposure to Risk

Senior Management regularly reviews risk to the organisation and maintains a Risk Register accordingly. This is reviewed in full annually by the Board with any important updates and issues being escalated to the Board as required between annual reviews. Particular risks that are currently identified include (in no particular order):

#### World Events

The effects of pandemic, a war in Europe and economic crises across the world are the type of world events that can affect organisations like ours. bbodance has expedited the implementation of digital platforms and online collaboration in its day to day working to provide continuing access to activities for current and prospective members. This also allows members in remote regions to connect for many of our services. Additional infrastructure and controls across these products have been introduced to make them as secure as possible and to protecting income streams for any future incidents which cause 'in person' activity to cease.

#### Economic Climate

Economic uncertainty over the past few years, have brought back the spectre of high inflation and a 'cost of living crisis' to most consumers. This can affect the spending pattern of our members, and we keep a dialogue open with our Registered Teachers and Centres and budget with a mind as to the limits of the market, whilst considering our ability to raise income in other ways.

#### Statutory and Regulatory Compliance

The potential of non-compliance with our statutory and regulatory obligations across the group is heightened due to the location and distance of the two branches. To mitigate against the risks the Responsible Officer, based in the UK leads on standardisation and compliance across the group and ensures consistency across all with a programme of events and training specifically for Examiners; and regular dialogue is held between the UK and the branches.

## People

As an employer with a small team of staff and contractors (Examiners and Faculty), we offer clear and robust contracts, provide suitable training and offer appraisals or moderation to support development in order to retain staff and reduce turnover.

The risk of damage to the reputation of bbodance through people connected to the organisation behaving inappropriately towards children and vulnerable adults is high. Teachers sign up to a Professional Code of Conduct and are monitored to ensure they are abreast of relevant safeguarding, health and safety and safeguarding policies and procedures. Safeguarding of children and vulnerable adults is at the heart of the activities that the organisation offers and there is an ethos and culture of inclusion that is continually being considered and developed.

## Financial Risk Management

Financial Regulations, which included authorisation levels, are reviewed and approved annually as part of the Trustees Terms of Reference.. Management accounts are made available at Senior Management Committee and Board Meetings and any issues identified are referred to the appropriate departments for support and further action.

## Branch Financial Controls

The Financial Regulations stated within the BBO Board of Trustees Terms of Reference apply to the branches, as well as the UK charity. This can ensure that consistency and best practice with the UK. Quarterly management accounts are provided to head office, including budgets and forecasts. Any new processes that may be applied across the group are shared. There is a direct and open dialogue with all parties in relation to budgeting and forecasting which are continually being improved.

## Information and computer systems

bbodance is registered with the ICO but does not require a Data Protection Officer, however external advice is sought as required to ensure our obligations are met.

We have robust outsourced IT support, which provides proactive maintenance across all of our infrastructure, as well as centralised security and back-up via Microsoft Azure (cloud) and Datto. We have a secure internet network with access control, firewalls, and regular security updates to ensure protection from cyber threats and data breaches. Access control is strictly limited to ensure security levels are maintained and there are regular, automated security scans by our IT support company to ensure any potential points of failure are identified proactively.

## Foreign Exchange

bbodance is exposed through short and long term loans between the branches in Australia and New Zealand as well as between the branches and the UK Charity.

# Financial Review

## Overview

The results for the year ended 31 December 2023 for the group are shown in the Statement of Financial Activities contained within these accounts. Incoming resources from charitable activities and other trading activities of £1,030,039 (2022: £915,314) and grants, donations and interest of £6,068 (2022: £9,863) generated total income of £1,036,107 (2022: £925,177). Total operational expenditure was £1,227,322

(2022: £1,173,241) resulting in a net deficit of £191,215 (2022 deficit: £248,064). This net deficit was against a budgeted surplus of £20,913.

At 31 December 2023 the group's net assets stood at £3,178,988 (2022: £3,370,203). After taking into account funds tied up in fixed assets, free reserves at 31 December 2023 for the group were £114,553 (2022: £188,185). All funds in the current and prior year were unrestricted.

The annual figure of £134,456 shown in the accounts for depreciation (2022: £132,848) is not a current or future drain on cash but is the result of significant capital expenditure already incurred. This was for the purchase of Ensign House together with its fixtures, fittings and equipment. Such expenditure will be of benefit for many years and is therefore written off over a longer period than the year in which it was incurred.

## Staffing

In the reporting period there was a change of personnel for the Head of Finance role and a Marketing and Business Development Coordinator role was created to work alongside the appointed marketing consultants.

From February 2024 the joint CEO role was reduced to a single CEO. There are plans to recruit positions to cover the Artistic side of the former CEO Artistic role as well as to look after member focused activities which had been carried out by this role.

The pay of all staff is reviewed annually. Staff continue to benefit from flexible, hybrid working, where roles allow.

## Volunteers

There continues to be a significant contribution from volunteers, mainly comprising Regional Representatives for the membership and House Mothers are required for our residential events and there is always an abundance of volunteers, for which the organization is indebted to.

Over 40 days have been volunteered in the reporting period, including:

- 11 House Mothers at Dance Days
- 8 Regional Reps coordinating regional meetings and CPD

## Outsourcing

The ongoing arrangements for the organisation's IT and HR support, as well as external advice for Safeguarding and Health and Safety issues, continue along with several contracts for the maintenance of the premises at Battersea Reach Headquarters in London.

## Investment Policy

The Trustees have the power to invest any funds not required for immediate use on deposit or invest as they see fit.

## Reserves Policy

The reserves policy is to retain between 3-and 6-months costs and to build on this for the future which equate to approximately £300k to £600k. Presently free reserves of £114,553 (2022: £188,185) are below that target, however the Trustees are continuing to endeavour to take steps to ensure those free reserves are built up in the next few years. In the reporting year to December 2023 monies from the government's Coronavirus Business Interruption Loan Scheme continued to be repaid. The funds were never utilised, and repayments are all on schedule.

## Going Concern

The operational review and resultant decisions continue as an ongoing process as the variables are myriad and so it is difficult to evaluate with any certainty the outcomes on the organisation's various activities. However, due to the organisation's planning and the availability of a significant unencumbered asset on the balance sheet, the Board of Trustees have a reasonable expectation that the organisation will continue in operational existence for the foreseeable future. The financial statements have therefore been prepared on a going concern basis.

## Future outlook

The continued stabilisation and recovery of the organisation since income was decimated in 2020 and 2021 has been reassuring. Core activities continue to strengthen against the last reporting year.

We continue to strive to retain our heritage whilst moving forward with the personnel and solutions which can keep us current and relevant in a market which has embraced digitalisation over the past few years.

Whilst there is still work to do on monitoring and reducing expenditure, the core aims for 2024 are to:

- continue to steadily grow our membership, supporting our teaching qualification students to join as soon as they are in a position to
- deliver examinations in the most supportive way possible within our remit; help teachers with relatively small schools to enter candidates via digital routes and as visiting teachers to allow them to establish
- continue to offer blended Teaching Qualifications, continuing 'in person' learning alongside online delivery
- host events for students, including Scholars Scheme and Dance Days but also focus energies on activities and events which will engage the teaching members; remembering that the organisation was built around the teachers and their needs in the first instance
- further increase the presence of regional representatives to support emerging pockets of membership in the UK and internationally
- embrace online technology to provide members and potential members with the most seamless experience possible when interacting with us

There still requires a focus on building back reserves whilst ensuring that we do not lose sight of our core values; being personable, friendly and supportive to those in the dance teaching sector, whilst promoting excellence.

## Statement of Trustees' Responsibilities

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

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

- select suitable accounting policies then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have 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 charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Statement of disclosure to our auditors


In so far as the Trustees are aware there is no relevant audit information of which the charitable company's auditor is unaware and the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

## Auditor

Blue Spire Limited will be invited to tender for the next audit cycle. A resolution to appoint Auditors will be proposed at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Approved by the Board of Trustees and signed on their behalf by:

  
**Nic Espinosa**  
Chairman

Date 4.9.2024

## Administrative Information

### Registered Charity and Company Name

British Ballet Organization, trading as bbodance

Registered in:	England and Wales	Australia	New Zealand
As a company limited by guarantee	No 01402656		
As a charity	No 277177	ARBN No 076365403	IRD No 68 994 306
As a branch		ABN 78 207 575 900	CC36353

### Banks

UK	Australia	New Zealand
National Westminster Bank plc 149 Church Road Barnes London SW13 9HS	Westpac Shops 27/28 Macquarie Centre 109 Waterloo Road North Ryde NSW 2113	ANZ Bank 6 Victoria Road Davenport Auckland

### Regulators

The Company and Charity is registered with the Office of Qualifications and Examination Regulation (Ofqual) Registration No RN5115 and Qualifications in Wales. The Council for Dance, Drama and Musical Theatre validates bbodance as a Dance Awarding Organisation. The company and charity is registered with the Information Commissioners Office; Registration Number ZB722182.

### Auditors and accountants

#### Independent Auditor

Blue Spire Limited  
Cawley Priory  
South Pallant  
Chichester  
West Sussex PO19 1SY

### Our addresses

	UK	Australia	New Zealand
Registered Office	Cawley Priory South Pallant Chichester West Sussex PO19 1SY	Faladon Pty Ltd PO Box 1588 Hornsby, Westfield NSW 2077	Staples Rodway Ltd PO 3899 Shortland Street Auckland 1140
Business Offices	Unit A, Ensign House Battersea Reach Juniper Drive London SW18 1TA +44 20 8748 1241 info@bbodance.co.uk www.bbodance	Unit 20 2 – 4 May Street Hornsby, Westfield NSW 2077 +61 2 9686 6008 <a href="mailto:liz.derby@bbo.dance">liz.derby@bbo.dance</a> www.bbodance	9 Cassinia Avenue Marsden Park NSW 2765 +61 2 9686 6008 <a href="mailto:liz.derby@bbo.dance">liz.derby@bbo.dance</a> www.bbodance



# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## INDEPENDENT AUDITOR'S REPORT

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### Independent Auditor's Report to the Members of British Ballet Organization Limited

#### Opinion

We have audited the financial statements of British Ballet Organization Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2023 which comprise the consolidated statement of financial activities, the group and parent charity balance sheet, the group and parent charity statement of cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2023, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Other matter

The financial statements of the charitable group for the year ended 31 December 2022 were audited by another auditor who expressed an unmodified opinion on those statements on 14 September 2023. Accordingly we make no comment nor draw any conclusions in respect of the year to 31 December 2022.

#### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### Other information

The other information comprises the information included in the report of the trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## INDEPENDENT AUDITOR'S REPORT

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### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

### Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

### Auditor responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the Charity and the sector in which it operates, we identified the principal laws and regulations that directly affect the financial statements to be the Charities Act, Companies Act, and Employment Act. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

In addition, the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. There is a limitation to areas most likely to have such an effect. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence if any.

Audit procedures performed by the engagement team included:

- Enquiry of management, those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

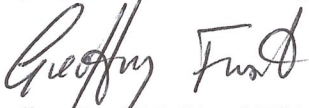
## INDEPENDENT AUDITOR'S REPORT

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A further description of our responsibilities is available on the FRC's website at <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Geoffrey Frost BSc(Hons) FCA (Senior Statutory Auditor)  
For and on behalf of Blue Spire Limited, Statutory Auditor

Cawley Priors  
South Pallant  
Chichester  
West Sussex  
PO19 1SY

Date

10 September 2024

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## GROUP STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

	Note	2023 Total Funds £	2022 Total Funds £
<b>INCOME AND ENDOWMENTS FROM:</b>			
Donations and legacies	2	6,000	9,852
Charitable activities	3		
Membership		77,210	76,738
Examinations		442,047	363,542
Educational programmes and events		288,300	280,562
Total charitable activities		<u>807,557</u>	<u>720,842</u>
Other trading activities	4	222,482	194,472
Investments	5	68	11
<b>Total</b>		<u>1,036,107</u>	<u>925,177</u>
<b>EXPENDITURE ON:</b>			
Raising funds	6	6,043	4,851
Charitable activities	7		
Membership		71,373	64,575
Examinations		503,082	506,642
Educational programmes and events		646,824	597,173
Total charitable activities		<u>1,221,279</u>	<u>1,168,390</u>
<b>Total resources expended</b>		<u>1,227,322</u>	<u>1,173,241</u>
<b>Net Income/(expenditure) and movement in funds</b>		(191,215)	(248,064)
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	21	3,370,203	3,618,267
<b>Total funds carried forward</b>	21	<u>3,178,988</u>	<u>3,370,203</u>

The charity has no recognised gains or losses other than those dealt with in the statement of financial activities.

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## GROUP AND CHARITY BALANCE SHEET AS AT 31<sup>ST</sup> DECEMBER 2023

	Note	Group		Charity	
		2023 £	2022 £	2023 £	2022 £
<b>FIXED ASSETS</b>					
Tangible assets	12	3,064,435	3,182,018	3,064,435	3,182,018
Investments	13	-	-	100	100
		<u>3,064,435</u>	<u>3,182,018</u>	<u>3,064,535</u>	<u>3,182,118</u>
<b>CURRENT ASSETS</b>					
Stocks	14	3,685	4,405	-	-
Debtors	15	35,972	91,141	35,872	91,041
Cash at hand and in bank		425,512	433,375	424,318	430,548
<b>Total current assets</b>		<u>465,169</u>	<u>528,921</u>	<u>460,190</u>	<u>521,589</u>
<b>CURRENT LIABILITIES</b>					
Creditors: amounts falling due within one year	16	(298,533)	(263,653)	(320,914)	(285,415)
<b>Net current assets or (liabilities)</b>		<u>166,636</u>	<u>265,268</u>	<u>139,276</u>	<u>236,174</u>
<b>Total assets less current liabilities</b>		<u>3,231,071</u>	<u>3,447,286</u>	<u>3,203,811</u>	<u>3,418,292</u>
Creditors: amounts falling due after more than one year	18	(52,083)	(77,083)	(52,083)	(77,083)
<b>Net assets/(liabilities)</b>		<u>3,178,988</u>	<u>3,370,203</u>	<u>3,151,728</u>	<u>3,341,209</u>
<b>THE FUNDS OF THE CHARITY</b>					
<b>Unrestricted funds</b>					
Designated funds	21	3,064,435	3,182,018	3,064,435	3,182,018
General funds	21	114,553	188,185	87,293	159,191
<b>Total unrestricted funds</b>		<u>3,178,988</u>	<u>3,370,203</u>	<u>3,151,728</u>	<u>3,341,209</u>
<b>Total charity funds</b>		<u>3,178,988</u>	<u>3,370,203</u>	<u>3,151,728</u>	<u>3,341,209</u>

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

The accompanying notes form part of these financial statements.

Approved by the trustees and signed on their behalf.

Nic Espinosa  
Director



Date 4.9.2024.

British Ballet Organisation Limited  
Company Number: 1402656  
Charity Number: 277177

# BRITISH BALLET ORGANISATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## GROUP AND CHARITY STATEMENT OF CASH FLOWS

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
<b>Net cash flow from operating activities (see below)</b>	33,942	(55,064)	35,575	(55,366)
<b>Cash flows from investing activities</b>				
Investment income	68	11	68	11
Purchase of tangible fixed assets	(16,873)	(10,529)	(16,873)	(10,529)
<b>Net cash flows from investing activities</b>	<u>(16,805)</u>	<u>(10,518)</u>	<u>(16,805)</u>	<u>(10,518)</u>
<b>Cash flows from financing activities</b>				
Loan repayments	(25,000)	(27,097)	(25,000)	(27,097)
<b>Net cash flows from financing activities</b>	<u>(25,000)</u>	<u>(27,097)</u>	<u>(25,000)</u>	<u>(27,097)</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>	(7,863)	(92,679)	(6,230)	(92,981)
<b>Cash and cash equivalents at 1 January</b>	433,375	526,054	430,548	523,529
<b>Cash and cash equivalents at 31 December</b>	<u>425,512</u>	<u>433,375</u>	<u>424,318</u>	<u>430,548</u>
<b>Cash and cash equivalents consist of:</b>				
Cash at bank and in hand	425,512	433,375	424,318	430,548
<b>Cash and cash equivalents at 31 December</b>	<u>425,512</u>	<u>433,375</u>	<u>424,318</u>	<u>430,548</u>

### Reconciliation of net income to net cash flow from operating activities

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Net income for the period	(191,215)	(248,064)	(189,481)	(250,714)
Adjusted for:				
Investment income	(68)	(11)	(68)	(11)
Interest paid on borrowing	-	4,180	-	4,180
Depreciation of fixed assets	134,456	132,848	134,456	132,848
Decrease/(increase) in stocks	720	(961)	-	-
Decrease/(increase) in debtors	55,169	113,469	55,169	113,469
Increase/(decrease) in creditors	34,880	(56,525)	35,499	(55,138)
	<u>225,157</u>	<u>193,000</u>	<u>225,056</u>	<u>195,348</u>
	<u>33,942</u>	<u>(55,064)</u>	<u>35,575</u>	<u>(55,366)</u>

### Analysis of changes in net debt

	At 31 Dec 2022	Cashflows	Non-cash changes	At 31 Dec 2023
	£			£
<b>Group</b>				
Loans falling due within one year	25,000	(25,000)	25,000	25,000
Loans falling due after more than one year	77,083	-	(25,000)	52,083
Cash	(433,375)	7,863	-	(425,512)
Total net debt	<u>(331,292)</u>	<u>(17,137)</u>	<u>-</u>	<u>(348,429)</u>
<b>Charity</b>				
Loans falling due within one year	25,000	(22,917)	22,917	25,000
Loans falling due after more than one year	100,000	-	(22,917)	77,083
Cash	(430,548)	6,230	-	(424,318)
Total net debt	<u>(305,548)</u>	<u>(16,687)</u>	<u>-</u>	<u>(322,235)</u>

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## ACCOUNTING POLICIES

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### General information, scope and basis of the financial statements

British Ballet Organization Limited is a registered charity, established as a private company limited by guarantee in England with the company number 01402656. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered and principal office is given in the charity information page of these financial statements and the nature of the charity's operations and principal activities are detailed in the trustees' report.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £.

### Accounting estimates and judgements

The charity makes estimates and assumptions concerning the future with the estimates and assumptions seldom equal to the related actual results. The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are those used in the carrying value of the charity's own premises and other tangible fixed assets. These include estimates of the residual values and useful lives of assets to calculate depreciation. Estimates and assumptions are also used in the allocation of support costs.

These estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no other significant estimates or judgements anticipated to have a significant effect on the amounts in the financial statements.

### Consolidation

These financial statements include the activities and results of British Ballet Organization Limited in the UK together with its branches and the results of its wholly owned trading subsidiary BBO Dance Supplies Limited consolidated on a line by line basis.

The charity has taken advantage of the exemption from presenting its own Statement of Financial Activities under Section 408 of the Companies Act 2006, with the results of the charity summarised in note 1. of these financial statements.

### Income

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Income from other trading activities includes income earned from letting of space and in the group accounts includes the income of the trading subsidiary. Such income is recognised when entitlement has occurred.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

Investment income in the form of bank interest is recognised as the charity's right to receive payment is established.

### Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

It is categorised under the following headings:

- Raising funds; includes costs of the trading subsidiary in the group accounts
- Charitable activities; includes all costs incurred in undertaking activities that further the charity's aims for the benefit of beneficiaries

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## ACCOUNTING POLICIES

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### Expenditure (continued)

Grants payable to third parties are within the charitable objectives. Where unconditional grants are offered, this is accrued as soon as the recipient is notified of the grant, as this gives rise to a reasonable expectation that the recipient will receive the grants. Where grants are conditional relating to performance then the grant is only accrued when any unfulfilled conditions are outside of the control of the charity.

### Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to expenditure on charitable activities on a basis consistent with use of the resources. The analysis of these costs is included in note 8.

### Governance costs

Governance costs are any costs associated with the strategic as opposed to day-to-day management of the charity's activities. These costs include emoluments for trusteeship, the cost of charity employees involved in meetings with trustees and the cost of any administrative support provided to the trustees such as external audit, legal advice for trustees and costs associated with constitutional and statutory requirements.

### Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The cost of any unused holiday and long service leave is accrued in the period in which it is due.

Redundancy and termination payments are recorded as an expense in the financial statements as they fall due with any amounts unpaid at the balance sheet date accrued.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

### VAT

The charity is registered for VAT and complies with the requirements of partial exemption. Irrecoverable VAT is accounted for within the expenditure category to which the underlying costs relate.

Additionally the charity is registered in Australia and New Zealand for goods and service tax (GST) through its branches in those countries and adheres to the requirements in those countries.

### Taxation

The Charity is an exempt Charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in sections 466 to 493 Corporation Tax Act 2010 (CTA 2010), as such no income tax is payable on the Charity's activities.

### Fixed Assets Policy Notes

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended with items of equipment capitalised where the purchase price exceeds £1,000.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Leasehold property	- Valuation (reviewed every 5 years).
Plant & machinery	- 10 years straight line.
Office equipment & furniture	- 5 years straight line.
Fixtures & fittings	- 10 years straight line.

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such indications exist, the charitable company estimates the recoverable amount of the asset and adjusts accordingly.

### Stock

Stocks of items for resale are shown in the balance sheet at the lower of cost and net realisable value.

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## ACCOUNTING POLICIES

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### **Debtors and creditors receivable / payable within one year**

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price and after any trade discount. Any losses arising from impairment are recognised in expenditure.

### **Financial instruments**

The charity only has financial assets and financial liabilities of a kind which qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

### **Cash and cash equivalents**

Cash and cash equivalents includes cash at bank and in hand available for the charity's use.

### **Financial instruments**

The charity only has financial assets and financial liabilities which are considered basis financial instruments. Those basic financial instruments are recognised on the basis set out for transactions and balances above.

### **Funds**

#### *Unrestricted funds*

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

#### *Restricted funds*

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost 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 these financial statements. At present the charity has no restricted funds.

### **Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 1. Results of the charity

	2023 Total Funds £	2022 Total Funds £
Total income	1,031,798	917,676
Total expenditure	<u>(1,221,279)</u>	<u>(1,168,390)</u>
Net income/(expenditure)	<u>(189,481)</u>	<u>(250,714)</u>

Included within the charity's total income above is £7,873 (2022: £5,223) of gift of profits from the trading subsidiary as shown in note 13 to these financial statements. Other adjustments between the results of the charity and the consolidated results is the elimination of the subsidiary income and expenditure also shown in note 13.

### 2. Donations and legacies

	2023 Total Funds £	2022 Total Funds £
Grants	6,000	7,852
Donations	-	2,000
Group	<u>6,000</u>	<u>9,852</u>

### 3. Charitable activities income

	2023 Total Funds £	2022 Total Funds £
Membership	77,210	76,738
Examinations	442,047	363,542
Educational programmes and events	<u>288,300</u>	<u>280,562</u>
	<u>807,557</u>	<u>720,842</u>

### 4. Other trading activities

	2023 Total Funds £	2022 Total Funds £
Letting and other income	210,300	181,748
Trading subsidiary (see note 13.)	<u>12,182</u>	<u>12,724</u>
	<u>222,482</u>	<u>194,472</u>

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 5. Investments

	2023 Total Funds £	2022 Total Funds £
Bank interest	68	11
	<u>68</u>	<u>11</u>

### 6. Raising funds

	2023 Total Funds £	2022 Total Funds £
Trading subsidiary (see note 13.)	6,043	4,851
	<u>6,043</u>	<u>4,851</u>

### 7. Charitable activities expenditure

	2023 Total Funds £	2022 Total Funds £
<i>Membership</i>		
Staff costs	15,720	14,163
Contractors	-	-
Direct costs	3,045	1,891
	<u>18,765</u>	<u>16,054</u>
Support costs (see note 8.)	41,734	38,296
Governance costs (see note 9.)	10,874	10,225
	<u>71,373</u>	<u>64,575</u>
<i>Examinations and Syllabus</i>		
Staff costs	59,223	56,760
Contractors	17,760	16,763
Direct costs	222,243	245,101
	<u>299,226</u>	<u>318,624</u>
Support costs (see note 8.)	161,718	148,397
Governance costs (see note 9.)	42,138	39,621
	<u>503,082</u>	<u>506,642</u>
<i>Education Programmes and Events</i>		
Staff costs	128,082	129,657
Contractors	17,760	16,762
Direct costs	99,847	80,784
	<u>245,689</u>	<u>227,203</u>
Support costs (see note 8.)	318,219	292,006
Governance costs (see note 9.)	82,916	77,964
	<u>646,824</u>	<u>597,173</u>
	<u>1,221,279</u>	<u>1,168,390</u>

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 8. Support costs

	2023 Total Funds £	2022 Total Funds £
Staff costs	162,029	149,771
Contractors	10,939	10,743
Depreciation	134,456	132,848
Property costs	89,787	72,579
Audit and advisory	19,110	11,588
Marketing and website	10,153	13,420
Course development and other costs	13,847	10,127
Interest payable and foreign exchange	2,554	2,990
Other office and central costs	78,796	74,633
	<u>521,671</u>	<u>478,699</u>
<i>Allocation of support costs</i>		
Membership	41,734	38,296
Examinations and Syllabus	161,718	148,397
Education Programmes and Events	318,219	292,006
	<u>521,671</u>	<u>478,699</u>

### 9. Governance costs

	2023 Total Funds £	2022 Total Funds £
Staff costs	131,842	124,221
Other governance costs	4,086	3,589
	<u>135,928</u>	<u>127,810</u>
<i>Allocation of governance costs</i>		
Membership	10,874	10,225
Examinations and Syllabus	42,138	39,621
Education Programmes and Events	82,916	77,964
	<u>135,928</u>	<u>127,810</u>

### 10. Auditor's remuneration

Audit	10,500	11,588
Accountancy and taxation	2,500	2,307

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 11. Wages and salary costs and related party transactions

	2023 Total Funds £	2022 Total Funds £
Gross wages	448,519	477,909
Employer's national insurance costs (net of employment allowance)	28,215	21,825
Pension costs	18,331	17,093
	<u>495,065</u>	<u>516,827</u>
	<b>2023 Total</b>	<b>2022 Total</b>
Staff numbers:		
Average head count	<u>11</u>	<u>14</u>

There were no employees with emoluments (excluding employer pension costs) above £60,000 in this or the preceding year

#### *Self employed staff*

A number of self-employed staff are contracted on a part time basis to assist with the provision of charitable activities. Total payments to such staff in the year were £46,459 (2022: £44,268).

#### *Pension scheme*

The charity operates a defined contribution pension schemes for its employees. Payments to the schemes inclusive of contributions and fees amounted to £18,331 (2022: £17,093).

#### *Key management personnel*

A charity's key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the charity, directly or indirectly. Employee benefits for the charity's key management personnel (as detailed in the information page) inclusive of gross pay, employer's national insurance and employer pension contributions amounted to £131,219 (2022: £122,447) in the year under review.

#### *Trustee remuneration and benefits*

No trustees, or any entity from which they receive a benefit, received remuneration, expenses nor fees for services or goods supplied to the charity in the year under review or the comparative year.

#### *Other transactions with related parties*

An unrestricted grant of £6,000 (2022: £7,000) was received from Espinosa Memorial Fund, a charity for which the chairman's daughter is a trustee.

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 12. Fixed Assets - Group and Charity

	Leasehold property £	Plant & machinery £	Office equipment & furniture £	Fixtures & fittings £	Total £
<i>Cost</i>					
At the beginning of the year	2,796,377	506,405	251,313	808,197	4,362,292
Additions	-	-	15,363	1,510	16,873
Disposals	-	-	-	-	-
	<u>2,796,377</u>	<u>506,405</u>	<u>266,676</u>	<u>809,707</u>	<u>4,379,165</u>
<i>Depreciation and impairments</i>					
At the beginning of the year	-	362,534	242,373	575,367	1,180,274
Depreciation	-	50,539	3,082	80,835	134,456
Disposals	-	-	-	-	-
	<u>-</u>	<u>413,073</u>	<u>245,455</u>	<u>656,202</u>	<u>1,314,730</u>
Net book value at the beginning of the year	<u>2,796,377</u>	<u>143,871</u>	<u>8,940</u>	<u>232,830</u>	<u>3,182,018</u>
Net book value at the end of the year	<u>2,796,377</u>	<u>93,332</u>	<u>21,221</u>	<u>153,505</u>	<u>3,064,435</u>

### 13. Investment in trading subsidiary - Charity

	2023			2022		
	Shares held No.	Par value £	Total £	Shares held No.	Par value £	Total £
Shares in BBO Dance Supplies Limited	<u>100</u>	<u>1</u>	<u>100</u>	<u>100</u>	<u>1</u>	<u>100</u>

The charity has a 100% owned trading subsidiary, BBO Dance Supplies Limited, which is incorporated (company number 3907230). It is responsible for the sale of various teaching resources, clothing and other merchandise. The results of the trading subsidiary are shown below with the entirety of its activities being part of unrestricted funds.

	2023 £	2022 £
Turnover	12,182	12,724
Cost of sales	(721)	(2,994)
Gross profit	<u>11,461</u>	<u>9,730</u>
Administrative expenses	(5,322)	(1,857)
Profit on ordinary activities before taxation	<u>6,139</u>	<u>7,873</u>
Tax on ordinary activities	-	-
Profit for the year	<u>6,139</u>	<u>7,873</u>
Reserves brought forward	28,994	26,344
Profit for the year	6,139	7,873
Gift to parent charity	(7,873)	(5,223)
Reserves carried forward	<u>27,260</u>	<u>28,994</u>
Share capital	100	100
Net assets	<u>27,360</u>	<u>29,094</u>

### 14. Stock

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Merchandise, clothing and teaching materials	<u>3,685</u>	<u>4,405</u>	<u>-</u>	<u>-</u>
	<u>3,685</u>	<u>4,405</u>	<u>-</u>	<u>-</u>

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 15. Debtors

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade debtors	13,504	12,029	13,504	12,029
Prepayments and accrued income	6,003	12,687	6,003	12,687
Other debtors	16,465	66,425	16,365	66,325
	<u>35,972</u>	<u>91,141</u>	<u>35,872</u>	<u>91,041</u>

### 16. Creditors: amounts falling due within one year

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade creditors	28,733	29,541	28,731	29,540
Bank loan	25,000	25,000	25,000	25,000
Taxation and social security	14,780	15,433	14,780	15,432
Amounts payable to subsidiary	-	-	22,383	21,764
Other creditors	76,474	86,554	76,474	86,554
Accruals	41,315	30,327	41,315	30,327
Deferred income (see note 17.)	112,231	76,798	112,231	76,798
	<u>298,533</u>	<u>263,653</u>	<u>320,914</u>	<u>285,415</u>

### 17. Deferred income - Group and Charity

	2023	2022
	Total £	Total £
Brought forward	76,798	149,918
Released in the year	(76,798)	(149,918)
Deferred in the year	112,231	76,798
Carried forward	<u>112,231</u>	<u>76,798</u>

Deferred income comprises of income received in advance of related costs that will fall in the following year, in particular payments for the teaching qualifications, membership and scholar's income.

### 18. Creditors: amounts falling due after more than one year

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Bank loan	52,083	77,083	52,083	77,083
	<u>52,083</u>	<u>77,083</u>	<u>52,083</u>	<u>77,083</u>

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 19. Operating lease commitments

At the end of the reporting period the charity and group had total minimum lease payments under non-cancellable operating leases as follows:

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Amounts payable in under one year	5,268	5,036	5,268	5,036
Amounts payable in one to two years	5,268	5,036	5,268	5,036
Amounts payable in two to five years	7,272	7,129	7,272	7,129
	<u>17,808</u>	<u>17,201</u>	<u>17,808</u>	<u>17,201</u>

### 20. Contingencies - Group and Charity

HMRC accepted the charity's application for VAT relief under a Capital Goods Scheme (CGS) in March 2017. This resulted in a material recovery of VAT paid on the acquisition and fit out of the charity's headquarters, Ensign House. The majority of this amount has been received from HMRC in variable amounts since January 2018. £11,646 (2022: £65,629) remains outstanding at the balance sheet date under this scheme and is expected to be recovered fully in the next year. The amount receivable can and will change as the use of the building changes.

### 21. Analysis of net movement in funds - Group and Charity

	Group Year ended 31 December 2023				
	Total funds carried forward £	Income £	Expenditure £	Transfers between funds £	Total funds carried forward £
<i>Unrestricted funds</i>					
Designated funds					
Fixed assets	3,182,018	-	(134,456)	16,873	3,064,435
Total designated funds	3,182,018	-	(134,456)	16,873	3,064,435
General funds	159,191	1,023,925	(1,086,823)	(9,000)	87,293
Trading subsidiary	28,994	12,182	(6,043)	(7,873)	27,260
Total unrestricted funds	<u>3,370,203</u>	<u>1,036,107</u>	<u>(1,227,322)</u>	<u>-</u>	<u>3,178,988</u>
Total funds	<u>3,370,203</u>	<u>1,036,107</u>	<u>(1,227,322)</u>	<u>-</u>	<u>3,178,988</u>
	Charity Year ended 31 December 2023				
	Total funds carried forward £	Income £	Expenditure £	Transfers between funds £	Total funds carried forward £
<i>Unrestricted funds</i>					
Designated funds					
Fixed assets	3,182,018	-	(134,456)	16,873	3,064,435
Total designated funds	3,182,018	-	(134,456)	16,873	3,064,435
General funds	159,191	1,031,798	(1,086,823)	(16,873)	87,293
Total unrestricted funds	<u>3,341,209</u>	<u>1,031,798</u>	<u>(1,221,279)</u>	<u>-</u>	<u>3,151,728</u>
Total funds	<u>3,341,209</u>	<u>1,031,798</u>	<u>(1,221,279)</u>	<u>-</u>	<u>3,151,728</u>

# BRITISH BALLET ORGANIZATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

## GROUP AND CHARITY NOTES TO THE FINANCIAL STATEMENTS

### 22. Summary of group income and expenditure contributed by entity

	Charity and branches			BBO Dance	2023
	UK	Australia	New Zealand	Supplies Ltd	Total
	£	£	£	£	Funds
					£
Donations and legacies	6,000	-	-	-	6,000
Charitable Activities - Membership	54,983	11,830	10,397	-	77,210
Charitable Activities - Examinations	325,700	53,664	62,683	-	442,047
Charitable Activities - Educational programmes and events	214,043	42,908	31,349	-	288,300
Other trading activities	209,718	582	-	12,182	222,482
Investments	35	-	33	-	68
<b>Total income</b>	<b>810,479</b>	<b>108,984</b>	<b>104,462</b>	<b>12,182</b>	<b>1,036,107</b>
Raising funds	-	-	-	6,043	6,043
Charitable Activities - Staff costs	159,406	43,619	-	-	203,025
Charitable Activities - Contractors	35,520	-	-	-	35,520
Charitable Activities - Direct costs	230,739	57,800	36,595	-	325,134
Support costs	429,987	84,096	7,589	-	521,672
Governance costs	135,928	-	-	-	135,928
<b>Total expenditure</b>	<b>991,580</b>	<b>185,515</b>	<b>44,184</b>	<b>6,043</b>	<b>1,227,322</b>
<b>Management charge</b>	-	68,347	(68,347)	-	-
<b>Net income/(expenditure)</b>	<b>(181,101)</b>	<b>(8,184)</b>	<b>(8,069)</b>	<b>6,139</b>	<b>(191,215)</b>

**BRITISH BALLET ORGANIZATION LIMITED**

England & Wales - Charity number 277177

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# Accounts

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**BRITISH BALLET ORGANIZATION LIMITED**

(COMPANY LIMITED BY GUARANTEE)

**Report and Financial Statements**

**Year ended 31 December 2022**

**Company Registration No. 01402656 (England and Wales)**

**Charity Registration No. 277177 (England and Wales)**

# BRITISH BALLET ORGANIZATION LIMITED

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## Report from the Chair of the Board

I am pleased to report that the organisation continues to steadily recover from the effects of the preceding two years, during which the unprecedented effects of the global pandemic were felt deeply. The overall strategy in 2022 again remained to focus on regular activities, restrict development in relative terms against previous years and to focus on delivering key services and events. There was use of online opportunities where this continued to provide a positive impact but the notable highlight of the year was a full return to 'in person' classes, exams and events which were universally welcomed. The dance world thrives on dancers being able to collaborate and work in studios and it has been pleasing to see this return to relative normality.

The start of 2022 saw the retirement of the organization's longstanding CEO, Robin Bloor. Robin's tenacity for applying rigorous control to the period between 2020 and his departure in 2022, alongside his leadership during the move to Ensign House will be upheld in the memory of those who worked with him. He left the organisation with a positive outlook, a team which was retained throughout the pandemic, against all odds, and a plan of action for continued stability and growth. The Trustees would like to extend warm words of thanks to Robin and wish him the very best for his retirement.

Internal colleagues Julie Bowers and Fiona Knowler were appointed as Joint CEOs in 2022 with Julie's focus on the Artistic side and Fiona's on the Operational side, mirroring their backgrounds professionally and within the organisation. The whole team have provided wonderful support to the incumbent CEOs for which the Trustees are hugely grateful.

Continuity within the staff also provides a supportive base for the membership and fulfils some of the organisation's strongest qualities; being friendly, supportive and personable. These qualities are noted time and time again in feedback relating to the period during which the world endured lockdowns and continue into the post pandemic era we find ourselves in now. It is testament to the teams in our London and Sydney Headquarters that this level of service is still on-going.

During the reporting period one of our longest standing Trustees, Nigel Copeland, stepped down and I would like to also express gratitude to Nigel who helped guide us through the financial landscape of 2020 – 21 and felt that we were in a stable position for him to hand on the baton in 2022. The support and advice Nigel offered the organisation through his years as Trustee, as well as the practical steps he often took to assist the team were appreciated beyond measure.

Our membership continues to steadily grow and we must extend thanks for the unwavering loyalty that members give the organisation whilst working in uncertain times. It has been a pleasure to hear stories of students and teachers coming together again and, in some cases, utilising the new platforms which have emerged over the last couple of years to achieve examinations and qualifications. The way that the membership has embraced change has been marvellous and has helped the organization to adapt, stay relevant and in many cases ahead of its competitors. We are confident that our position in the market remains a strong one with a great future ahead.



Nic Espinsosa  
Chairman

## Report from the CEOs

Our appointment as Joint CEOs is a promotion that we are both extremely proud of and a challenge that we both relish. Over the course of the reporting period we have continued to work closely with Nic Espinosa, Chair of the Board of Trustees and we would like to express our thanks to Nic for his on-going support, alongside that of the Board.

It has been pleasing to see activity return to some semblance of normality over the reporting period. Despite a backdrop of economic uncertainty, our members have proven to be resilient and we have been proud to facilitate in person examinations and events again. Our digital offerings for relevant activities continue to be developed and improved where possible with an improved reach to our international members.

In 2022 we had our first cohort of students taking bbodance exams via an initiative set up through state schools using government funding for extra-curricular dance and we collaborated with Birmingham Royal Ballet's Dance Track in Birmingham to offer opportunities to some of their students at our flagship Dance Days event in the Summer. These activities have extended bbodance's reach into communities which are in need of provision for young people and have given children the chance to perform where they may not have done otherwise. It is our intention to continue collaborating with organisations going forward to ensure we continue to maximise the opportunities and experiences bbodance can offer.

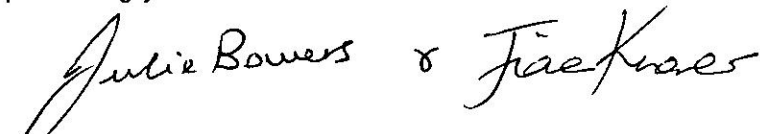
Attendance at in person CPD training has exceeded expectations and it has been incredible to watch how much our teaching members relish being back in the studio again. We are so pleased to be able to offer these events again and love to attend and catch up with everyone where possible. There has been a steady uptake of our Teaching Qualifications with a lovely graduation ceremony once again held online to accommodate attendance by as many as possible in 2022.

Office rental space in our Headquarters is full and studio hire is flourishing. We have been collaborating with Tavaziva, our long-standing tenants, on a Youth Dance Company which launched in early 2023 as well as the Wandsworth Arts Fringe; working to promote the arts in Wandsworth. All studio hire has been offered at cost for these two projects by bbodance in a continued effort to expand our charitable activities into the local area.

There has been a marked effort to review a number of strategies for developing the organisation and we redesigned the marketing function during the reporting period, as well as developing ExamTrack; software which will manage the exam workflow for teachers, examiners and staff. Both of these have taken significant investment and will begin to benefit the membership in the next reporting period. There is ongoing work to increase brand awareness and we refreshed the image of bbodance through a launch of new uniform which is reflective of our awareness of impact on the environment, as well as being modern and stylish.

We relaunched the bbodance Scholars Scheme in September 2022 after extensive review. The alterations return the scheme to a closer version of what was originally launched, many years ago. We successfully secured funding of £2,000 for an award for Scholar of the year; the prize fund is to be used for vocational training for the winning student. We are watching the scheme closely and will ensure that feedback from these students and the highly experienced faculty feed into any further revisions.

2022 has strengthened our belief that the organisation will flourish long into the future. Fundamentally and crucially, our membership continues to grow, students remain keen to take examinations and future teachers are coming to us for their training needs. We continue to attract some highly esteemed faculty in the UK and internationally for our events so that our students and teachers benefit artistically in a way that we believe sets us apart from our competitors. The reporting period was challenging, particularly in the territories covered by the Australasian branches. This is something which we are confident can be managed and will not present the same impact in future. We move towards 2023 safe in the knowledge that the membership and team at the British Ballet Organization have the strength and ability to continue building on the achievements of the preceding years.



Julie Bowers & Fiona Knowler  
CEO (Artistic) & CEO (Operations)

## **President, Vice President, Patrons and Officers**

**Founders:** Edouard Espinosa  
Eve Kelland

**Founder President:** Dame Ninette de Valois OM, CH, DBE

**President:** Dame Beryl Grey CH, DBE, Hon DMus, Hon DLit, Hon DEd, Hon DLit, Hon DMus, Hon DArt (until 10 December 2022)

**Vice President:** Sir David Bintley CBE

**Patrons:** Agnes Oaks CBE, Bonnie Langford, Brandon Lawrence, Brenda Last OBE, Craig Revel-Horwood, Doreen Wells Marchioness of Londonderry, Gillian Revie, Mark Baldwin OBE, Martin James, Robert Parker, Tandy Muir-Warden, Thomas Edur CBE, Wayne Sleep OBE, Wendy Ellis Soames

**Trustees:** Nicholas Espinosa (Chairman)  
Nigel Copeland (Resigned 13 April 2022)  
Julian Jones  
Karen Rieveley (Resigned 14 September 2022)  
Sarah Banham  
Anne Walker MBE  
Richard Thom (Appointed 1 March 2022)  
Janet Lambert (Appointed 20 January 2023)  
Anne Stayt (Appointed 27 April 2023)

## **Senior Management:**

Chief Executive Officer Robin Bloor (Resigned 31 January 2022)

Chief Executive Officers Fiona Knowler (Appointed 1 February 2022)

Julie Bowers (Appointed 1 February 2022)

Head of Finance Justyna Nascimento

Teaching Qualifications Manager Shelly Saint Smith

Examinations & Syllabi Development Manager Vicki Smith

Quality Assurance Advisor Libby Costello

Australia, Indonesia, NZ & Singapore

Senior Representative Elizabeth Derby

## Report of the Trustees

The Board of Trustees, who are also directors under company law, are pleased to present the annual report and the consolidated financial statements of the charity, its branches and its subsidiary for the year ending 31 December 2022. The annual report and financial statements comply with Charities Act 2011, the Companies Act 2006, the Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and Ireland (FRS 102) (effective 1 January 2019).

Although the subsidiary is exempt from audit by virtue of Section 477 of Companies Act 2006, the financial statements are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

## Structure

The British Ballet Organization was founded in 1930, registered as a Charity in England and Wales on 26 February 1978 No 277177 and established as a private company limited by guarantee without share capital on 29 November 1978 No 1402656. Revised Articles of Memorandum and Objects were adopted on 31 August 2005, and subsequently replaced with revised Articles of Association on 6 July 2012, bringing the Articles of Association into compliance with the Companies Act 2006. Each member has undertaken to contribute to the assets of the charity in the event of being wound up while she/he is a member, or within one year of ceasing to be a member, for payment of debts and liabilities of the charity contracted before ceasing to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors amongst themselves, such amount as may be required not exceeding £1 each.

The Group consists of the UK charity, two branches overseas and a subsidiary company. The company trades as bbodance.

In Australia bbodance is registered as a not-for-profit branch of a foreign entity with ARBN No 076365403 on 13 November 1996 and as an Unincorporated Entity with the Australian Business Register (ABR) on 18 November 1999 with ABN No 78 207 575 900. In New Zealand bbodance is registered as a not-for-profit branch of a foreign entity and a local Charity in NZ on 14 August 2000 No CC36353 and has an IRD No 68 994 306.

BBO Dance Supplies Ltd was established in England as a private company with shares on 14 January 2000 No 03907230, and is 100% owned by British Ballet Organization Ltd. Its primary purpose is to provide an additional legal identity to market sales of dancewear, syllabi, merchandise and other learning material. The company covenants its profits to the parent company.

bbodance is an awarding organisation offering regulated qualifications in England, Wales and Northern Ireland and is required through the Board of Trustees to issue an annual Statement of Compliance to the Office of Qualifications and Examinations Regulation (Ofqual), and Qualification Wales. bbodance is validated by the Council for Dance, Drama and Musical Theatre (CDMT) as an awarding organisation. The organisation continues to be supported by an external adviser who acts as RO (Responsible Officer). Reports are presented in advance of all Trustee meetings. Statements of Compliance (England and Wales jointly) were submitted in a timely fashion.

bbodance branches follow regulated qualifications criteria in the award of regulated qualifications to students in those countries where they operate and manage,

bbodance is required to report any Safeguarding (including Prevent) incidents to the Charity Commission, and the Ofqual, and Qualifications Wales where there is an event which could have an adverse effect in leading to a loss of standards, integrity, or public confidence in qualifications. bbodance follows the Charity Grievance code.

## Principal Activities

bbodance provides dance training, dance teacher education and dance examination services to students and teachers. These are provided in its role as:

**A membership organisation** – offering registered dance teachers the opportunity to undertake Continued Professional Development, students of dance to enjoy dance in all its forms, and a support body to those needing help and assistance

**A dance awarding organisation** – validated by CDMT, Ofqual and Qualification Wales to deliver regulated examination qualifications in Classical Ballet, Musical Theatre, Contemporary, Tap, Jazz, AccroDancer and Modern Dance.

**A teaching qualification organisation** - recognised by Ofqual and Qualification Wales to deliver regulated teaching qualifications to aspiring dance teachers

The activities driven by the organisation promote the education, training and enjoyment of dance, and are offered to a broad range of people, with mixed abilities throughout the United Kingdom and internationally. These services can be accessed through [www.bbo.dance](http://www.bbo.dance)

## Mission

To inspire excellence and promote the education, training and enjoyment of dance.

## Public Benefit

The Trustees consider that the organisation's activities meet its charitable objectives. The fees for many activities are set at cost and we are particularly proud of our thriving Teacher training programme and our Scholars scheme.

As a charity registered in England and Wales, the charitable company also acts in accordance with the Charity Commission for England and Wales' guidance on public benefit including the guidance 'Public Benefit: running a Charity (PB2)' and the Charities Act 2011.

## Strategic objectives and achievements

Our principal objective is to grow our membership. Additionally, we aim to be at the forefront of the dance sector, whilst achieving our charitable and financial goals; enhancing the quality of dance provision and bringing dance to the wider community whilst increasing and diversifying our sources of income.

The Trustees, throughout their planning and review processes, are aware of their responsibilities to ensure that there is a clear public benefit derived from the activities of the organisation. Like all organisations within our sector, the last year has seen recovery from the effects of the Pandemic. Teachers and students got back to 'in person' learning and this has given teachers confidence to continue membership and to forge ahead with their Continued Professional Development. We have seen a steady increase in the membership numbers which is encouraging after such a turbulent period and is testament to the team's hard work whilst lockdowns were in place – always offering members and prospective members support and a place to meet virtually. It has certainly felt like we were able to return to our core mission; to inspire excellence and promote the education, training and enjoyment of dance.

There have been and continue to be challenges that the organization faces in terms of the wider world; economic strains on households and businesses, war in Europe and political instability. Nonetheless, the strategic objectives continue to be realised and achievements over the last year include:

- Continuing to increase teaching membership numbers
- Continuing to offer hybrid live/ digital support for examinations and teaching qualifications
- A return to 'in person' events and CPD for Teachers
- A re-launch of the bbodance Scholars Scheme
- Increased rental of studios and tenanted office spaces at Headquarters

Furthermore, the Trustees were able to highlight the following strategy points which were carried over from the work the outgoing CEO and Board had agreed:

### **Revitalising and enhancing our core products**

We wish to offer the complete range of opportunities that would normally be expected from an organisation such as ours. We wish to continue the work already started in modernising, reviewing, and extending the range of our offerings. We will continue the development of our syllabi, Teaching Qualifications and look at introducing more dance orientated events, a vibrant and innovative CPD program, while also extending the range of courses provided.

**Achievement:** These activities began to recover in 2022, following 2 years of near inactivity.

We continued to grow the membership; many being retained from a joining point during the pandemic when it became clear that we were an organisation keeping in touch with its members.

Teaching qualification student numbers have been reduced since the post pandemic return to performing for many prospective candidates. There has however been a return to pre-pandemic levels, illustrating the strength of the course(s) reputation.

We re-launched a revitalized Scholars Scheme – a project that had started pre-pandemic and which has made the scheme more financially viable for the organisation as well as offering students an improved quality of provision and a fund for future training for the Scholar of the Year.

### **Focus on Financial goals**

This continued to be a priority for 2022. There is a clear presumption that the organisation must continue to have a high regard for the charitable objectives. Nevertheless, the emphasis on financial results and the close monitoring of cash flow and reserves is an imperative.

**Achievement:** The emphasis continued in 2022 and was tested by a number of factors; the main one being the global economic crisis and rise in inflation at rates not known in years, exacerbated by War in Europe for the first time in a generation. There was extensive work to ensure expenditure was reduced in all possible areas as income continued to recover from the pandemic. This was successful in minimizing losses in the United Kingdom but there were disappointing results in the branches. With this in mind, there is a renewed strategy of monitoring the branch finances moving forward. The repayment of CBILS loan began during the reporting period and the organization did benefit from a rebate on business rates. Income did not meet expectations over the reporting period, with a disappointing recovery in terms of examination entries. This was difficult to predict on the back of the pandemic and expenditure was adjusted where possible to counter this. The model of recovery is now better understood and there is great confidence in the forecasting for the next reporting period.

### **Service and Scale**

During the pandemic we were able to enhance the services we provide to our members. We have continued to increase the scale (size and range) of our normal activities to utilize the digital platforms that are now commonplace for all members and staff.

**Achievement:** The continued support of members online has included regional meetings and CPD being streamed where it is requested and where appropriate. This has allowed overseas members to access live teaching and keep in touch with colleagues across the world. There is a continued balance to be found between the benefits and risks of keeping events online and the team react appropriately for individual circumstances where possible, aided by technology which would not have been so widely utilised were it not for the pandemic.

### **Develop an international and regional programme.**

We continue to develop a UK regional programme and a robust international model to strengthen our branch in "Australasia" and to create a strong base for future growth in and outside of the UK.

**Achievement:** The disappointing financial results of the branches were in part a victim of the successful recovery of activities in Australia and New Zealand. The actual recovery in numbers of students taking exams and returning to the studios was undermined by sudden, exorbitant increases to expenses; in particular travel for examiners. The strategy to deal with this is in place and being monitored carefully moving forward, in order to support the Branch Representatives. What proved positive was the ability of the Branch Representatives and staff from Headquarters to be able to support the members overseas or in large territories like Australia to keep in touch and further develop relationships with members and prospective members. The new CEOs continue to liaise closely with the Australasian branch teams to ensure that all members are considered when thinking about new activity. There is on-going development underway of a model which will better support the branches and in turn can support potential new branches in future. This is to be taken forward into the next reporting year. Regional meetings were carried out in person where possible in 2022 in the UK, with CPD activity offered to attendees in addition to the meeting, as used to be the case.

#### **Partnerships, collaborations, and external expertise**

We will look to build on current and past contacts. We intend to increase the depth and diversity of our governing body (Trustees) and Senior Management Committee as necessary. We will actively seek external Individuals/organisations to advise us and we will work to establish mutually beneficial partnerships and collaborations.

**Achievement:** The new CEOs took an active role in a racial diversity program with the leaders of the other top dance awarding organisations throughout the reporting period. The collaboration between senior management was groundbreaking and paves the way for tackling issues which affect the whole industry. There is an open dialogue between parties which has not existed prior and the work specifically on diversity in dance continues both at organizational level and across the sector. The CEOs continue to build relationships with various organisations across the dance industry which relate to student activities, examinations and teaching qualifications as well as diversity and accessibility, in a bid to ensure we are at the forefront of any new initiatives and to support our mission of inspiring excellence and promoting the education, training and enjoyment of dance

#### **Marketing**

Financial constraints continued to force us to review and refine our commitment to marketing in the reporting period. This, combined with the effective promotion of individual projects, will serve to increase our profile while positively impacting on our market share and financial reserves.

**Achievement:** There was significant contribution to the function from internal staff. The intention is to work with a new provider in the next year to fully revitalise the function and get the strategic plan for marketing back on track. The budget for next year will include provision to support this, as well as recruitment of appropriate staff to work alongside a provider on the day to day tasks. The new CEOs recognise the importance of marketing as a key component which will elevate our mission and products.

## Corporate Governance

### Founder, President, Vice President and Patrons

During the reporting period we sadly lost our President, Dame Beryl Grey, who passed away at the age of 95. Dame Beryl had been a significant supporter of the BBO for a great many years and she will be remembered as such. Appointment of a new President will follow in due course but for now the organization has a wonderful Vice President in Sir David Bintley.

### Board of Trustees

The affairs and property of the charity are managed by a Board of Trustees which may exercise all such powers of the Trust as not required by its Articles of Association to be exercised in general meeting.

At the end of 2022 there were 5 appointed Trustees. Nigel Copeland resigned on April 13<sup>th</sup> 2022 and Karen Rieveley resigned on September 14<sup>th</sup> 2022. After the normal appointment procedures Richard Thom was appointed on 1 March 2022.

### Meetings

There are 5 Trustee meetings scheduled each year, and one Pre-Audit meeting with a Trustee, the CEO (Operations) and the Head of Finance.

### Recruitment

The identification and recruitment of Trustees is no longer a priority but the Trustees and CEOs did identify 2 new Trustees in light of the resignation of Karen Rieveley and a further addition to strengthen the artistic knowledge on the Board. both were appointed in early 2023. The organisation's policy is to source new Trustees by personal referral from contacts made through the operation of the organisation, such as tenants, our solicitors and the Chamber of Commerce. New Trustees are interviewed, and if applicable introduced to the other Trustees. If they are considered suitable, they are co-opted to attend the next Trustee meeting and subsequently appointed at the following meeting.

### Induction and training

New trustees are provided with an induction pack which consists of the Memorandum and Articles of Association, past Financial Statements and copies of previous meetings and Audit reports.

New and ongoing Trustees are offered relevant training, if required, from professional advisers and maintain their competence by reading material produced by the Charity Commission and other publications as appropriate.

### Related parties

Trustees must disclose any contractual relationship with a related party.

The daughter of the Executive Chairman is a Trustee of the Espinosa Memorial Fund (EMF) which provides grants to bbodance,. A grant of £7,000 was made in 2022 (2021 £7,500). Details of these grants are included in note 24 to the accounts.

The retiring Chief Executive retired as Trustee of the EMF and Fiona Knowler (CEO Operations) was appointed Trustee of the EMF, as required by the BBO Trustees to keep the EMF informed of progress. The EMF appreciates the more detailed contribution that the CEO can bring to their own discussions.

No Trustees received remuneration or other benefit from their work with the charity. The Executive Chairman works 1 day a week in the office or from home on an unremunerated basis.

### Independence

At each meeting during the year the Trustees recorded their adherence to the organisation's Conflict of Interest Policy.

## Indemnities and insurance

BBO takes out indemnity insurance to indemnify it against loss arising from the neglect or default of its trustees, employees or agents and to indemnify the trustees and other officers against the consequence or any neglect or default on their part.

## Day to day management

The retirement of the CEO resulted in the appointment of the former Director of Artistic Development and Head of Operations as joint CEOs to succeed him in February 2022. One CEO has responsibility for the Operations, and the other for Artistic aspects of the organisation.

The appointment of joint CEOs resulted in a slight restructuring of the management structure. Day-to-day running of the charitable company is delegated to the role of the Chief Executive Officers (CEOs), who work alongside the Executive Chairman.

## Executive Committee

Whilst there are no Trustee sub-Committees, there is a Executive Committee which meets weekly. The Executive Committee comprises the Executive Chairman and the Joint CEOs.

The Executive Committee and the Trustees are further advised by the "Senior Management Committee" (SMC). This committee meets five times annually.

## Senior Management Committee

The membership of the Senior Management Committee for 2022 is as follows:

Executive Chairman	Nic Espinosa
Chief Executive Officer	Robin Bloor (resigned 31 January 2022)
Chief Executive Officers	Fiona Knowler (appointed 1 February 2022)
	Julie Bowers (appointed 1 February 2022)
Head of Finance	Justyna Nascimento
Teaching Qualifications Manager	Shelly Saint Smith
Examinations & Syllabi Development Manager	Vicki Smith
Quality Assurance Advisor	Libby Costello

Senior Management Personnel for branches (reporting to Trustees and Senior Management Committee remotely):

Australia, Indonesia, NZ & Singapore	Elizabeth Derby
Senior Representative	Lisa-Maree Derby
Administrator (Australia and Singapore)	Joanne Stevens
Administrator (NZ and Indonesia)	

There are two other Committees which report to Senior Management and inter-alia the Trustees:

### **Quality Assurance Committee**

To ensure that bbodance fulfils the regulatory requirements of Ofqual and Qualifications Wales, as specified in their respective Conditions of Recognition.

The membership of the Quality Assurance Committee for 2022 is as follows:

Executive Chairman (Chair)	Nic Espinosa
Chief Executive Officer	Robin Bloor (resigned 31 January 2022)
Chief Executive Officers	Fiona Knower (appointed 1 February 2022)
	Julie Bowers (appointed 1 February 2022)
Examinations & Syllabi Development Manager	Vicki Smith
Quality Assurance Advisor	Libby Costello
Teaching Qualifications Manager	Shelly Saint Smith

### **Qualifications and Awards Approval Board**

To approve the introduction of all new syllabi for Performing Arts Graded Examinations, regulated qualifications and non-regulated awards and, where necessary, recommend withdrawal of a qualification.

The membership of the Qualifications and Awards Approval Board for 2022 is as follows:

Executive Chairman (Chair)	Nic Espinosa
Chief Executive Officer	Robin Bloor (resigned 31 January 2022)
Chief Executive Officers	Fiona Knower (appointed 1 February 2022)
	Julie Bowers (appointed 1 February 2022)
Examinations & Syllabi Development Manager	Vicki Smith
Quality Assurance Adviser	Libby Costello
Teaching Qualifications Manager	Shelly Saint Smith
Special Advisers where appropriate	

### **Fundraising**

The charity does not carry out significant fundraising activities. Accordingly the charity does not use any professional fundraisers, nor is it subscribed to any fundraising codes or standards.

## **Principal risks and uncertainties**

### **Governance, risk, and control**

The Trustees require the CEO to maintain a risk register for the organisation. The risk assessment is reviewed annually, and separate specific risk assessments are conducted for issues such as IT; events; Health and Safety.

We wish the risk process to be considered as a continuing process rather than a once a year review. It is for this reason the SMC reviews the risk register periodically and updates are an agenda item at meetings of the Trustees.

## **Financial Review**

### **Overview**

The results for the year ended 31 December 2022 for the group are shown in the Statement of Financial

Activities contained within these accounts. Incoming resources from charitable activities and other trading activities of £915,325 (2021: £830,886) and grants, donations and interest of £9,863 (2021: £167,553) generated total income of £925,177 (2021: £998,439). Total operational expenditure was £1,173,241 (2021: £1,078,614) resulting in a net deficit of £248,064 (2021: £80,175).

At 31 December 2022 the group's net assets stood at £3,370,203 (2021: £3,618,267). After taking into account funds tied up in fixed assets, free reserves at 31 December 2022 for the group were £188,185 (2021: £313,930). All funds in the current and prior year were unrestricted.

The annual figure of £132,848 shown in the accounts for depreciation (2021: £131,225) is not a current or future drain on cash but is the result of significant capital expenditure already incurred. This was for the purchase of Ensign House together with its fixtures, fittings and equipment. Such expenditure will be of benefit for many years and is therefore written off over a longer period than the year in which it was incurred.

## **Staffing**

Aside from the aforementioned retirement of the CEO and replacement by Joint CEOs, there were no major alterations to staffing in the reporting period. Internal candidates taking on additional duties allowed the roles to be filled without additional recruitment. Staff benefits have been extended to offer Hybrid working to our team at Headquarters, where roles allow.

The pay of the senior staff is reviewed annually.

## **Volunteers**

There continues to be a significant contribution from volunteers, from the Executive Chairman to our invaluable Regional Representatives who coordinate and host their respective regional meetings. Furthermore, House Mothers are required for our residential events and there is always an abundance of volunteers, for which the organization is indebted to.

Over 40 days have been volunteered in the reporting period, including:

- 10 House Mothers at Dance Days
- 8 Regional Reps coordinating regional meetings and CPD

## **Outsourcing**

The ongoing arrangements for the organisation's IT and HR support, combined with external advice for Safeguarding and Health and Safety issues, continue along with several contracts for the maintenance of the premises.

## **Investment Policy**

The Trustees have the power to invest any funds not required for immediate use on deposit or invest as they see fit.

## **Reserves Policy**

The reserves policy is to retain between 3 and 6 months costs and to build on this for the future which equate to approximately £300k to £600k. Presently free reserves of £188,185 (2021: £313,930) are below that target, however the Trustees are continuing to endeavour to take steps to ensure those free reserves are built up in the next few years. In the short term this objective is made more difficult as we continue to recover from the impact of Covid, together with the increased economic uncertainty in the UK and internationally. At the beginning of the year monies from the government's Coronavirus Business Interruption Loan Scheme began to be repaid. The funds were not utilised, and repayments are all on schedule.

## **Going Concern**

The operational review and resultant decisions continue as an ongoing process as the variables are myriad and so it is difficult to evaluate with any certainty the outcomes on the organisation's various activities.

However, due to the organisation's planning and the availability of a significant unencumbered asset on the balance sheet, the Board of Trustees have a reasonable expectation that the organisation will continue in operational existence for the foreseeable future. The financial statements have therefore been prepared on a going concern basis as set out in note 1c.

## Future outlook

Whilst this report refers to yet another challenging year, reference to the Coronavirus pandemic featured significantly less than it has done in the past two reports. The organisation has moved past the unprecedented period of restrictions passed down from government and has truly begun to see the recovery of our core activities.

We have successfully harnessed the good that came out of a period of restriction which was innately difficult for everyone who loves dance. We continue to offer members a level of support which is not common amongst our competitors and our staff continue to show resilience and exceptional commitment to delivering a high-quality service.

Whilst keeping a close eye on expenditure, as all businesses must in these challenging times, our aims for 2023 include to:

- grow our membership, including provision for adult dance enthusiasts
- deliver examinations in the most supportive way possible within regulatory remits; supporting the numbers to return to pre-pandemic levels as students return to the studio
- continue to offer blended Teaching Qualifications; reintroducing 'in person' learning alongside online delivery
- host live events for students, including a revitalized Scholars Scheme and Dance Days
- increase the presence of regional representatives to support emerging pockets of membership in the UK and internationally
- embrace online technology to engage the wider international membership which is not based in close proximity to either UK headquarters or our branch offices; online competitions in particular have proven to be extremely popular and inclusive

There ultimately needs to be a focus on building back reserves whilst ensuring that we do not lose sight of our core values; being personable, friendly and supportive to those in the dance teaching sector, whilst promoting excellence. The new CEOs will work hard to further strengthen collaborations within the industry and source external funding where possible to support the charitable objectives of the organisation.



Nic Espinosa  
Chairman

## Statement of Trustee's Responsibilities

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

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

- select suitable accounting policies then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have 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 charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Statement of disclosure to our auditors

In so far as the Trustees are aware there is no relevant audit information of which the charitable company's auditor is unaware and the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

### Auditor

Kreston Reeves LLP will be invited to tender for the next audit cycle. A resolution to appoint Auditors will be proposed at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Approved by the Board of Trustees and signed on their behalf by:



..... Chairman of the Trustees  
Mr N.H. Espinosa

Date: 24.8.23.

## Advisors and Legal Information

### Registered Charity and Company Name

British Ballet Organization, trading as bbodance

Registered in:	England and Wales	Australia	New Zealand
As a company limited by guarantee:	No 01402656		
As a charity:	No 277177	ARBN No 076365403	IRD No 68 994 306.
As a branch:		ABN 78 207 575 900	CC36353

### Auditors

#### UK

Kreston Reeves LLP  
2nd Floor, Springfield House  
Springfield Road  
Horsham RH12 2RG

### Bankers

#### UK

National Westminster Bank plc  
149 Church Road

Barnes

London SW13 9HS

#### Australia

Westpac  
Shops 27/28  
Macquarie Centre  
109 Waterloo Road

North Ryde, NSW 2113

#### New Zealand

ANZ Bank  
6 Victoria Road

Devonport

Auckland

### Regulators

The Company and Charity is registered with the Office of Qualifications and Examination Regulation (Ofqual) Registration No RN5115. The Council for Dance, Drama and Musical Theatre validates bbodance as a Dance Awarding Organisation.

### Our addresses

	UK	Australia	New Zealand
Registered Office	Kreston Reeves LLP 2 <sup>ND</sup> Floor Springfield House Springfield Road Horsham RH12 2RG	Faladons 1c Burdett Street Hornsby NSW 2077	Staples Rodway Ltd PO 3899 Shortland Street Auckland 1140
Business Offices	Unit A, Ensign House Battersea Reach Juniper Drive London SW18 1TA +44 20 8748 1241 info@bbodance.co.uk www.bbodance	PO Box 642 North Ryde Business Centre NSW 1670 +61 2 9686 6008 info@bboaustralasia.org www.bbodance	PO Box 642 North Ryde Business Centre NSW 1670 +61 2 9686 6008 info@bboaustralasia.org www.bbodance



## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH BALLET ORGANIZATION LIMITED**

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### **OPINION**

We have audited the financial statements of British Ballet Organization (the 'parent charitable company') and its subsidiaries ('the group') for the year ended 31 December 2022 which comprise of the Consolidated Statement of Financial Activities (including the Consolidated Income and Expenditure Account), the Consolidated and Charity Balance Sheet, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

### **BASIS FOR OPINION**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **CONCLUSIONS RELATING TO GOING CONCERN**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt about the group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

### **OTHER INFORMATION**

The other information comprises the information included in the report of the trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the report of the trustees. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
BRITISH BALLET ORGANIZATION LIMITED**

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**OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

**MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

**RESPONSIBILITIES OF THE TRUSTEES**

As explained more fully in the trustees' responsibilities statement set out on page 14, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board either intends to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

**AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
BRITISH BALLET ORGANIZATION LIMITED**

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Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. These specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below.

*Capability of the audit in detecting irregularities, including fraud*

Based on our understanding of the group and the sector it operates in, and through discussion with the directors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, Charities Act 2011 and the Statement of Recommended Practice for Charities 2019. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries to increase revenue or reduce expenditure, management bias in accounting estimates and judgemental areas of the financial statements such as the residual values and estimated useful lives of assets used to calculate depreciation and the assumptions used in support cost allocation. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations and fraud; and
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH BALLET ORGANIZATION LIMITED

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As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but, except to the extent otherwise explicitly stated in our report, not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Lucy Hammond BSc FCA (Senior Statutory Auditor)**  
**For and on behalf of Kreston Reeves LLP**  
Chartered Accountants  
Statutory Auditor

Horsham

**Date:** 14 September 2023

Kreston Reeves LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

**British Ballet Organisation**  
**Consolidated Statement of Financial Activities**  
(Including Consolidated income and expenditure account)  
For the year ended 31 December 2022

	Note	2022 Total £	2021 Total £
<b>Income from:</b>			
Donations, legacies and grants	4	9,852	167,552
Charitable activities:			
Membership		76,738	73,811
Examinations		363,542	295,016
Educational programmes and events		280,562	327,392
Other trading activities	5	194,472	134,667
Investment income	6	11	1
<b>Total income</b>		<b>925,177</b>	<b>998,439</b>
<b>Expenditure on:</b>			
Charitable Activities:			
Membership		(64,574)	(67,743)
Examinations		(506,640)	(569,914)
Educational programmes and events		(597,170)	(432,539)
	7	(1,168,384)	(1,070,196)
Other trading activities		(4,857)	(8,418)
<b>Total Expenditure</b>	7	<b>(1,173,241)</b>	<b>(1,078,614)</b>
Net expenditure and net movement in funds	8	(248,064)	(80,175)
Tax on activities	10	-	-
<b>Net movement in funds</b>		<b>(248,064)</b>	<b>(80,175)</b>
<b>Reconciliation of funds:</b>			
Total funds brought forward	18	3,618,267	3,698,442
<b>Total funds carried forward</b>	18	<b>3,370,203</b>	<b>3,618,267</b>

At present the charity has no restricted funds.

The statement of financial activities contains all gains and losses recognised in the year.

All income and expenditure is derived from continuing activities.

British Ballet Organisation  
Consolidated and Charity Balance Sheet  
As at 31 December 2022

	Note	Group		Charity	
		2022 £	2021 £	2022 £	2021 £
<b>Fixed assets:</b>					
Tangible assets	11	3,182,018	3,304,337	3,182,018	3,304,337
Intangible assets					
Investments	12	-	-	100	100
<b>Total fixed assets</b>		<b>3,182,018</b>	<b>3,304,337</b>	<b>3,182,118</b>	<b>3,304,437</b>
<b>Current assets:</b>					
Stock	13	4,405	3,444	-	-
Debtors	14	91,141	204,610	91,041	204,510
Cash at bank and in hand		433,375	526,054	430,548	523,523
<b>Total current assets</b>		<b>528,921</b>	<b>734,108</b>	<b>521,589</b>	<b>728,033</b>
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	15	(263,653)	(320,178)	(285,415)	(340,553)
<b>Net current assets</b>		<b>265,268</b>	<b>413,930</b>	<b>236,174</b>	<b>387,480</b>
<b>Total assets less current liabilities</b>		<b>3,447,286</b>	<b>3,718,267</b>	<b>3,418,292</b>	<b>3,691,917</b>
Creditors: amounts falling due after one year	16	(77,083)	(100,000)	(77,083)	(100,000)
<b>Total net assets</b>		<b>3,370,203</b>	<b>3,618,267</b>	<b>3,341,209</b>	<b>3,591,917</b>
<b>The funds of the charity</b>					
Unrestricted income funds	18	3,370,203	3,618,267	3,341,209	3,591,917
<b>Total charity funds</b>		<b>3,370,203</b>	<b>3,618,267</b>	<b>3,341,209</b>	<b>3,591,917</b>

As permitted by S408 Companies Act 2006, the charity has not presented its own profit and loss and account and related notes as it prepares group accounts. The charity's loss for the year was £250,712 (2021: £77,105 loss).

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes at pages 23 to 37 form part of these financial statements.

Approved by the trustees on .....24.8.23..... and signed on their behalf by:

.....  
Mr N H Espinosa  
Chairman

**British Ballet Organisation**  
**Consolidated Statement Cash Flows**  
**For the year ended 31 December 2022**

	Note	Group	
		2022 £	2021 £
<b>Cash used (from) / in operating activities</b>	21	<b>(55,064)</b>	150,662
<b>Cash flows from investing activities</b>			
Interest income	6	11	1
Purchase of tangible fixed assets		(10,529)	(690)
<b>Cash used in investing activities</b>		<b>(10,518)</b>	(689)
<b>Cash flows from financial activities</b>			
Additional borrowing		-	125,000
Loan repayments		(22,917)	-
Interest paid		(4,180)	-
<b>Cash used in financial activities</b>		<b>(27,097)</b>	125,000
Decrease in cash and cash equivalent in the year		(92,679)	274,973
Cash and cash equivalents at the beginning of the year		526,054	251,081
Cash and cash equivalents at the end of the year		433,375	526,054

**1 Accounting policies**

- a) The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**General information**

British Ballet Organization is a private company limited by guarantee (Companies House No. 01402656), incorporated in England and Wales and is a registered charity (Registered Charity No. 277177). It is governed by Memorandum and Articles of Association which was reviewed and adopted by special resolution dated 6 July 2012. The address of the registered office is 6th Floor, 25 Farringdon Street, London, EC4A 4AB.

**b) Basis of preparation**

The financial statements have been prepared in accordance with 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) - (Charities SORP FRS 102), the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

British Ballet Organization 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 or note.

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 whole £.

**c) Going concern**

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. The Trustees consider that given the large investment in assets of the HQ building, branding and also in syllabus development that the organisation has a further two years until operational deficits are eradicated and small surpluses are expected in 2023.

**d) Group financial statements**

The charity accounts include the accounts of the British Ballet Organization in the UK, and its branches, and the Group includes the results of the charity and its wholly owned subsidiary BBO Dance Supplies Limited which is exempt from audit, on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. A summary of the financial performance of the charity is included in note 3.

**1 Accounting policies (continued)**

**e) Income**

Income, including that relating to charitable activities of membership, examinations and educational programmes and events, is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for the provision of specified service is deferred until the criteria for income recognition are met.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**g) Interest receivable**

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

**1 Accounting policies (continued)**

**h) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity. At present the charity has no restricted or designated funds.

**i) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Expenditure on charitable activities includes the costs of delivering services, exhibitions and other educational activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**j) Allocation of support costs**

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Organisation's artistic programmes and activities. These costs have been allocated to expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 7.

**k) Operating leases**

Rental charges are charged on a straight-line basis over the term of the lease.

**l) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. No depreciation was provided for land. The depreciation rates in use are as follows:

Fixtures & fittings	10 years straight line
Office equipment & furniture	5 years straight line
Plant & machinery	10 years straight line

Leasehold property including leasehold improvements, where the improvements are integral to the structure of the building is held at valuation.

The property is held at fair value and will be reviewed for any possible indicators of increase or decrease in value every 5 years as per companies' policy.

**1 Accounting policies (continued)**

**m) Impairments of fixed assets**

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such indications exist, the charitable company estimates the recoverable amount of the asset.

**n) Stocks**

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

**o) Debtors**

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

**p) Cash at bank and in hand**

Cash at bank and cash 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.

**q) Creditors and provisions**

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

**r) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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

### **s) Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense.

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 company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

### **t) Pensions**

The charity contributes to a defined contribution scheme with Now Pensions in respect of staff. Contributions are charged to the income and expenditure account when paid. The pension costs charged in the statement of financial activities represent the contributions payable by the charity during the year. Amounts payable at year-end are included in Other Creditors.

### **u) Critical accounting estimate and judgements**

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are those used in the carrying value of the charity's own premises and other tangible fixed assets. These include estimates of the residual values and useful lives of assets to calculate depreciation. Estimates and assumptions are also used in the allocation of support costs.

These estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no other significant estimate and judgements that have a significant effect on the amounts in the financial statements.

## **2 Legal status of the organisation**

The charity is a company limited by guarantee and has no share capital. Each member has undertaken to contribute to the assets of the charity in the event of being wound up while she/he is a member, or within one year of ceasing to be a member, for payment of debts and liabilities of the charity contracted before ceasing to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors amongst themselves, such amount as may be required not exceeding £1 each.

### 3 Financial performance of the charity

The summary financial performance of the charity alone is:

	2022	2021
	£	£
Income	912,453	984,798
Gift aid from subsidiary company	5,223	8,293
	<u>917,676</u>	<u>993,091</u>
Expenditure on charitable activities	(1,168,384)	(1,070,196)
<b>Net expenditure</b>	<b>(250,708)</b>	<b>(77,105)</b>
Total funds brought forward	3,591,917	3,669,022
Total funds carried forward	<u>3,341,209</u>	<u>3,591,917</u>
Represented by:		
Unrestricted income funds	<u>3,341,209</u>	<u>3,591,917</u>
	<u>3,341,209</u>	<u>3,591,917</u>
	2022	2021
	£	£
UK income	762,308	775,918
Australasia income	155,368	208,880
	<u>917,676</u>	<u>984,798</u>
<b>Net movement in funds analysed by location:</b>		
UK	(195,484)	(118,707)
Australia	(39,959)	33,305
New Zealand	(15,269)	8,297
	<u>(250,712)</u>	<u>(77,105)</u>

No management charge is paid by the Australia or New Zealand branches to the UK charity

### 4 Income from donations, legacies and grants

	2022	2021
	£	£
UK Government grants	-	74,375
Australian Government grants	-	35,677
Gifts and grants from trust	9,852	57,500
	<u>9,852</u>	<u>167,552</u>

No restrictions were placed on the charity's use of these funds.

**British Ballet Organisation**  
**Notes to the financial statements**  
**For the year ended 31 December 2022**

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**5 Income from other trading activities**

	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
Other trading income of the charity	<b>181,748</b>	<i>121,026</i>
Trading income of wholly owned subsidiary (Note 25)	<b>12,724</b>	<i>13,641</i>
	<b><u>194,472</u></b>	<i><u>134,667</u></i>

**6 Income from investments**

All of the group's investment income of £11 (2021: £1) arises from money held in interest bearing bank deposit accounts.

British Ballet Organisation  
Consolidated Statement of Financial Activities  
For the year ended 31 December 2022

7 Analysis of expenditure on charitable activities

	Direct charitable activities			Governance and support costs		
	Membership	Examinations and Syllabi	Educational Programmes and Events	Governance costs		Support costs
				£	£	
Staff costs (Direct)	14,163	56,760	129,657	124,221	149,771	482,375
Contractors		16,763	16,762	-	10,743	41,320
Direct costs	1,891	245,101	80,784	-	-	252,127
Support costs	-	-	-	-	318,180	289,996
Governance costs	-	-	-	3,588	-	4,378
	16,054	318,624	227,203	127,809	478,694	1,070,196
<i>Allocation of:</i>						
Support costs	38,295	148,395	282,003	-	(478,694)	-
Governance costs	10,225	39,621	77,964	(127,809)	-	-
<b>Total charitable expenditure 2022</b>	<b>64,574</b>	<b>506,640</b>	<b>597,170</b>	<b>1,168,384</b>	<b>1,168,384</b>	<b>1,070,196</b>
<b>Expenditure on Raising Funds</b>						
Other trading activities - support costs						
					4,857	8,418
<b>Total expenditure 2022</b>					<b>1,173,241</b>	<b>1,078,614</b>

The organisation initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the three key charitable activities undertaken.

Wherever possible costs are allocated directly to the related activities. When this is not possible the costs are allocated to support costs that are then allocated *pro rata* to the direct costs that have been established.

Other trading activities - support costs relate to costs of sales and administration costs arising in BBO Dance Supplies

British Ballet Organisation  
Consolidated Statement of Financial Activities  
For the year ended 31 December 2022

7 Analysis of expenditure on charitable activities

Prior year comparatives for the year ended 31 December 2021

	Direct charitable activities				Governance and support costs									
	Membership		Examinations Programmes and Syllabi		Educational Programmes and Events		Total Charitable Activities		Governance costs		Support costs		2021 Total	
	£		£		£		£		£		£		£	
Staff costs	28,532		24,848		132,830		186,210		46,263		249,902		482,375	
Contractors		1,180	15,525		15,525		31,050		-		10,270		41,320	
Direct costs		-	209,591		41,356		252,127		-		-		252,127	
Support costs		-	-		-		-		-		289,996		289,996	
Governance costs		-	-		-		-		4,378		-		4,378	
	29,712		249,964		189,711		469,387		50,641		550,168		1,070,196	
<i>Allocation of:</i>														
Support costs	34,825		292,982		222,361		550,168		-		(550,168)		-	
Governance costs	3,206		26,968		20,467		50,641		(50,641)		-		-	
<b>Total charitable expenditure 2021</b>	<b>67,743</b>		<b>569,914</b>		<b>432,539</b>		<b>1,070,196</b>						<b>1,070,196</b>	
<b>Expenditure on Raising Funds</b>														
Other trading activities - support costs														8,418
<b>Total expenditure 2021</b>														<b>1,078,614</b>

The organisation initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the three key charitable activities undertaken.

Wherever possible costs are allocated directly to the related activities. When this is not possible the costs are allocated to support costs that are then allocated *pro rata* to the direct costs that have been established.

Other trading activities - support costs relate to costs of sales in BBO Dance Supplies

## 8 Net expenditure for the year

This is stated after charging:	2022	2021
	£	£
Operating lease rentals:		
Other equipment	5,036	3,865
Depreciation	132,848	131,225
Auditor's remuneration:		
Audit fees – UK	11,588	13,255
Accounting and taxation services	2,307	2,131
Interest expense	4,810	-
Foreign exchange (Gains)/ losses	(1,189)	1,284

## 9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:	2022	2021
	£	£
Salaries and wages	477,909	466,069
Social security costs	21,925	29,942
Pension costs	17,093	16,030
Redundancy and termination costs	-	11,654
	<u>516,927</u>	<u>523,695</u>

Redundancy and termination costs relate to a severance payment to a previous employee.

A number of self-employed staff are contracted on a part time basis to assist with our charitable activities. Total payments to such staff in 2022 were £44,268 (2021: £31,050).

There were no employees who received employee benefits of over £ 60,000 in the year (2021: none).

Key management personnel is defined as those persons having authority and responsibility for planning, directing and controlling the activities of the entity directly or indirectly. Employee benefits and remuneration, including employer national insurance, in respect of key management personnel during the year amounted to £122,447 (2021: £40,764). Key management comprise the Trustees, Mr R Bloor (Retired Jan 2022), Mrs F Knowler and J Dunkerley.

### Trustees remuneration and benefits

No trustees were paid during the year for their role as Trustees. Expenses reimbursed relating to minor travel expenses during the year were £nil ( 2021: £nil). No charity Trustee received payment for professional or other services supplied to the charity (2021: Nil).

### Staff numbers

The average number of employees (head count based on number of staff employed during the year) was 14 (2021:13).

## 10 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

**British Ballet Organisation**  
**Notes to the financial statements**  
**For the year ended 31 December 2022**

<b>11 Tangible fixed assets</b>	Leasehold Property	Plant & Machinery	Office Equipment & Furniture	Fixtures & Fittings	Total
<b>Group and Charity</b>					
	£	£	£	£	£
<b>Cost</b>					
At 1 January 2022	2,796,377	505,327	237,248	806,848	4,345,800
Additions	-	-	10,529	-	10,529
At 31 December 2022	<u>2,796,377</u>	<u>505,327</u>	<u>247,777</u>	<u>806,848</u>	<u>4,356,329</u>
<b>Depreciation</b>					
At 1 January 2022	-	(310,956)	(237,031)	(493,476)	(1,041,463)
Charge for the year	-	(50,533)	(1,587)	(80,728)	(132,848)
At 31 December 2022	<u>-</u>	<u>(361,489)</u>	<u>(238,618)</u>	<u>(574,204)</u>	<u>(1,174,311)</u>
<b>Net book value</b>					
At 31 December 2022	<u>2,796,377</u>	<u>143,838</u>	<u>9,159</u>	<u>232,644</u>	<u>3,182,018</u>
At 31 December 2021	<u>2,796,377</u>	<u>194,371</u>	<u>217</u>	<u>313,372</u>	<u>3,304,337</u>

All of the above assets are used for charitable purposes.

**12 Investments**

The Charity does not own any investment properties or investments in any form of financial instrument other than the £100 shareholding (2020: £100) in the wholly owned subsidiary BBO Dance Supplies Limited (see Note 24).

**13 Stock**

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Merchandise, clothing and teaching materials	<u>4,405</u>	<u>3,444</u>	<u>-</u>	<u>-</u>

**14 Debtors**

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	12,029	82,965	12,029	82,965
Prepayments and accrued income	12,687	10,114	12,687	10,114
Other debtors	66,425	111,531	66,325	111,431
	<u>91,141</u>	<u>204,610</u>	<u>91,041</u>	<u>204,510</u>

Included in other debtors is £65,629 (2021: £110,673) due in respect of VAT under the CGS scheme. Of this, £24,604 (2021: £69,648) is due more than one year after the year-end.

15 Creditors: amounts falling due within one year

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	29,541	30,707	29,540	30,655
Bank loan	25,000	25,000	25,000	25,000
Taxation and social security	15,432	37,139	15,432	37,139
Amounts due to related subsidiary	-	-	21,764	20,421
Other creditors	86,555	37,855	86,554	37,861
Accruals	30,327	39,559	30,327	39,559
Deferred income	17 76,798	149,918	76,798	149,918
	<u>263,653</u>	<u>320,178</u>	<u>285,415</u>	<u>340,553</u>

16 Creditors: amounts falling due after more than one year

Bank loan	<u>77,083</u>	<u>100,000</u>	<u>77,083</u>	<u>100,000</u>
	<u>77,083</u>	<u>100,000</u>	<u>77,083</u>	<u>100,000</u>

17 Deferred income

	2022	2021
	£	£
Balance as at 1 January	149,918	194,520
Amount released to income in the year	(149,918)	(305,473)
Amount deferred in the year	76,798	260,871
Balance as at 31 December	<u>76,798</u>	<u>149,918</u>

Deferred income comprises income received in advance of related costs that will fall in the following year, in particular payments for the teaching qualifications, membership/Scholar's income.

## 18 Analysis of movement between funds

	At 1/1/22 £	Total income £	Total expenditure £	At 31/12/22 £
Unrestricted funds Group	3,618,267	925,177	(1,173,241)	3,370,203
Unrestricted funds Charity	3,591,917	917,676	(1,168,384)	3,341,209

## Analysis of movement between funds – previous year

	At 1/1/21 £	Total income £	Total expenditure £	At 31/12/2021 £
Unrestricted funds Group	3,698,442	998,439	(1,070,614)	3,618,267
Unrestricted funds Charity	3,669,022	993,091	(1,070,196)	3,591,917

## 19 Operating lease commitments

### Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Within one year	5,036	3,835	5,036	3,835
Between one and five years	12,165	1,944	12,165	1,944
	<u>17,201</u>	<u>5,779</u>	<u>17,201</u>	<u>5,779</u>

At the reporting end date the total future minimum sublease payments expected to be received under non-cancellable subleases was £17,201 (2021: £5,779)

## 20 Contingent assets or liabilities

HMRC accepted the Charity's application for VAT relief under a Capital Goods Scheme in March 2017. This resulted in a material recovery of VAT already paid on the acquisition and fit out of the new Headquarters at Ensign House. The majority has been received from HMRC in variable annual amounts since January 2018. £65,629 remains on the balance sheet as receivable from HMRC under this scheme, and this is expected to be received over 2 years. This amount can and will change as the use of the building changes.

## 21 Reconciliation of operating surplus to net cash provided by operating activities

	Group	
	2022	2021
	£	£
Net movements in funds	(248,064)	(80,175)
Deduct interest income shown in investing activities	(11)	(1)
Add back interest expenditure shown in investing activities	4,180	-
Add back depreciation charges	132,848	131,225
(Increase) in stocks	(961)	327
(Increase)/ decrease in debtors	113,469	110,728
(Decrease)/ increase in creditors	(56,525)	(11,442)
<b>Net cash provided by operating activities</b>	<b>(55,064)</b>	<b>150,662</b>

	At 1 Jan 2022	Cashflows	Other non cash changes	At 31 Dec 2022
	£	£	£	£
<b>22 Analysis of changes in net debt</b>				
<b>Cash and cash equivalents</b>				
Cash	526,054	(92,679)	-	433,375
	526,054	(92,679)	-	433,375
<b>Borrowings</b>				
Loan due within one year	(25,000)	22,917	(22,917)	(25,000)
Loan due after one year	(100,000)		22,917	(77,083)
	(125,000)	22,917	-	(102,083)
<b>Total net debt</b>	<b>401,054</b>	<b>(69,762)</b>	<b>-</b>	<b>331,292</b>

	2022
	£
<b>Decrease in cash in period</b>	(92,679)
Repayment of borrowings	22,917
Change in net debt	(69,762)
<b>Net debt at 1 January 2022</b>	<b>401,054</b>
<b>Net debt at 31 December 2022</b>	<b>331,292</b>

## 23 Related party transactions

Any contractual relationship with a related party must be disclosed to the full board of trustees.

In 2021, there was an arrangement with London Studio Centre, where the organisation's Chairman acts as a Director, which funded two students to attend one of the Charity's Teaching Qualifications courses for fees of £2,390. There was £2,390 outstanding at the end of 2021. No such arrangement in 2022 and no outstanding balances at the end of the year.

There were no donations from related parties outside the normal course of business. A normal grant of £7,000 (2021: £7,500) and an additional grant of £nil (2021: £50,000) were received from Espinosa Memorial Fund, a charity of which the chairman's daughter is a Trustee. There were no restrictions on donations from related parties.

24 Trading Subsidiary

The 100% owned trading subsidiary BBO Dance Supplies Limited is incorporated in the United Kingdom (Company number 3907230) and pays all of its profits to the charity under the gift aid scheme. The address of the registered office is 2nd Floor Springfield House, Springfield Road, Horsham, West Sussex, RH12 2RG. BBO Dance Supplies Limited is responsible for the sale of various teaching resources, clothing and other merchandise. A summary of the trading results is shown below.

The summary financial performance of the subsidiary alone is:

	2022	2021
	£	£
Turnover	12,724	13,641
Cost of sales	<u>(2,994)</u>	<u>(5,549)</u>
Gross profit	9,730	8,092
Administrative expenses	<u>(1,857)</u>	<u>(2,869)</u>
Profit on ordinary activities before taxation	7,873	5,223
Tax on profit on ordinary activities	-	-
Profit for the financial year	<u>7,873</u>	<u>5,223</u>
Retained brought forward from prior year	26,344	29,414
Amount gift aided to the charity	<u>(5,223)</u>	<u>(8,293)</u>
Retained in subsidiary	<u><u>28,994</u></u>	<u><u>26,344</u></u>
The assets and liabilities of the subsidiary were:		
Current assets	29,095	26,495
Current liabilities	<u>(1)</u>	<u>(51)</u>
Total net assets	<u><u>29,094</u></u>	<u><u>26,444</u></u>
Aggregate share capital and reserves	<u><u>29,094</u></u>	<u><u>26,444</u></u>

**BRITISH BALLET ORGANIZATION LIMITED**

England & Wales - Charity number 277177

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# Accounts

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**BRITISH BALLET ORGANIZATION LIMITED**

(COMPANY LIMITED BY GUARANTEE)

**Report and Financial Statements**

**Year ended 31 December 2021**

**Company Registration No. 01402656 (England and Wales)**  
**Charity Registration No. 277177 (England and Wales)**

# BRITISH BALLET ORGANIZATION LIMITED

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# BRITISH BALLET ORGANIZATION LIMITED

## REFERENCE AND ADMINISTRATIVE DETAILS

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<b>Company registration number</b>	01402656 (England and Wales)
<b>Charity registration number</b>	277177 (England and Wales)
<b>Governing document</b>	Memorandum and Articles of Association
<b>Organisation structure</b>	The affairs and property of the charity are managed by a Board of Trustees which may exercise all such powers of the Trust as not required by its Articles of Association to be exercised in general meeting.
<b>Trustees</b>	Mr N H Espinosa (Chairman) Mr N Copeland (Resigned 13 April 2022) Mr J C N Jones Mrs K G Rieveley Mr S L J Banham A M Walker MBE Mr R Thom (Appointed 1 March 2022)
<b>Chief executive</b>	Mr R Bloor (resigned 31 January 2022) Mrs F Knower (appointed 1 February 2022) Mrs J Bowers (appointed 1 February 2022)
<b>Registered office</b>	6th Floor 25 Farringdon Street London EC4A 4AB
<b>Business Address</b>	Unit A Ensign House Battersea Reach Juniper Drive London SW18 1TA
<b>Auditors</b>	Kreston Reeves LLP 2nd Floor, Springfield House, Springfield Road Horsham RH12 2RG
<b>Bankers</b>	National Westminster Bank plc 149 Church Road Barnes London SW13 9HS

# BRITISH BALLET ORGANIZATION LIMITED

## Report of Trustees For the year ended 31 December 2021

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The Board of Trustees, who are also directors under company law, are pleased to present their annual report and the consolidated financial statements of the charity and its subsidiary, which is exempt from audit by virtue of Section 477 of Companies Act 2006, for the year ending 31 December 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with Charities Act 2011, the Companies Act 2006, the articles of association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and Ireland (FRS 102) (effective 1 January 2019).

### ***Introduction***

The Trustees, throughout their planning and review processes, are aware of their responsibilities to ensure that there is a clear public benefit derived from the activities of the organisation. Like all organisations the Covid – 19 Pandemic has continued to have a huge adverse impact on the organisation resulting in many strategic and operational changes. The normal income from Events, Examinations and Studio Hire continued to be decimated for much of 2021, forcing us to take advantage of the Job Retention scheme; reducing remuneration costs; and applying for external funding assistance.

Strategically, the organisation's "mission": To inspire excellence and promote the education, training and enjoyment of dance, underpins the decisions and the activities undertaken. However, realistically, for the majority of 2021 it has had to be tempered by the financial realities and the need to focus on trying to ensure the long-term survival of the organisation. The Trustees agreed that in planning for 2021 the emphasis had to be similar to approach adopted in 2020: supporting our members; minimal development expenditure and avoiding taking on new projects; continuing and repeating ideas that had helped us adapt during 2020 and focusing on cost control. The Trustees also recognised the increased costs related to the pandemic. There were ongoing costs relating to risk assessments, the need to cancel and rearrange events, activities and examinations combined with and understandably increased level of enquiries from regulators and the need to produce revised financial forecasts. All these and related factors put an increasing strain on resources.

## BRITISH BALLET ORGANIZATION LIMITED

### Report of Trustees For the year ended 31 December 2021

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This Report is mainly devoted to the achievements and significant Covid 19 related actions of the twelve months leading up to 31 December 2021 namely:

- Supporting the Membership during a period of intense concern, frustration, and sense of isolation
- Increasing the membership numbers
- Increasing student numbers on the Teaching Qualifications course
- The introduction of:-
  - a Level 3 Teaching Assistants course
  - an online conference
- The ongoing operational issues enforced by the pandemic: -
  - Rearrangement of or cancellation of activities due to the pandemic
  - The increasing use of online services such as Members meetings, Webinars and CPD events as well as supporting our Scholars scheme
  - The provision of increased Financial and Regulatory information
  - The application for external financial support.
  - The Health and Safety implications of the pandemic including risk assessments and contingency plans

We are proud to be an Awarding Body and, in the normal course of events we are able to offer a range of services, including the conducting of examinations and the provision of courses accredited by the UK Government.

As a membership organisation we continued to offer many of our core activities subject to the conditions imposed upon us; offering syllabi to advance the art of dance; conducting examinations; training the dance teachers of the future; providing subsidised events and training for qualifying students; and the running of a CPD program. These bring tremendous benefits to Dance Teachers and students of all ages. Through our membership we welcome all students and teachers regardless of ethnicity, personal background, faith, gender or personal circumstances believing that dance can bring huge benefits in the form of friendships and essential life skills such as confidence, expression, artistry, discipline, coordination, and physical exercise.

## BRITISH BALLET ORGANIZATION LIMITED

### Report of Trustees For the year ended 31 December 2021

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#### *Chair's report*

The strategy of focusing on core activities; restricting development; increasing use of online opportunities and focusing on the financial imperatives has worked well. The Trustees were delighted with the application of this strategy by a dedicated and hardworking management team and support staff. The positive initiatives introduced in 2020 were repeated and modified, where applicable, in 2021. The organisation and the management team have done an excellent job in protecting and enhancing the organisation in extremely difficult times.

In the uncertain and constantly changing environment there was an ongoing need to make weekly reviews of the day to day operational side of the organisation. At the same time we continued to promote the organisation on our website and social media while also focusing on the growth of our worldwide membership.

Once again we are confident the organisation can ensure its survival. It looks forward to returning to the modernisation and development plans interrupted by the Covid 19 virus and building on the investment made over the last couple of years with the focus on the continuing growth of the membership.

Like 2020, 2021 should be remembered for the pandemic and the simply amazing contribution of every single member of staff whether they had to suffer the frustration of isolation and / or furlough or worked well beyond the expected norm.

The team was led by Nic Espinosa, Executive Chairman and Robin Bloor, CEO. Sadly however, the latter announced his decision to retire at the end of January 2022. Over the last 6 years we have built up an increasingly strong management team and while we are extremely grateful for the developments and progress made with Robin as CEO we are very confident that our succession plan involving members of staff are more than capable to take over. They will relish the challenge and will undoubtedly continue the development of the organisation.

October 2021 saw the sixth anniversary of the move to Ensign House. 2020 and 2021 witnessed challenges never before encountered by the organisation and it will take time to find out the full effect of the pandemic. Financially, the next 12 -18 months will largely be determined by the time scale in which we can return to normal operating conditions and the general economic and cultural repercussions caused by the pandemic. These external factors are beyond our control and subject to change. We therefore have to be prepared to adapt. However as at the end of 2021 the organisation is financially stronger than 12 months before; continues to raise its brand profile and has witnessed considerable growth in the membership despite a number choosing to retire.

During 2021 the organisation increased its liquid reserves and despite the obstacles have an organisation that is "fit for purpose" and positioned to foster the growth of membership, principally through:

- Increasing marketing reach and online presence combined with initiatives designed to appeal to Teachers
- Online syllabi which are free to access for all bbodance Registered Teachers and Associate Members
- New and revised syllabi that we intend to continue rolling out as soon as feasible.

## **BRITISH BALLET ORGANIZATION LIMITED**

### **Report of Trustees For the year ended 31 December 2021**

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#### **Chair's report (continued)**

Our achievements in the last 12 months, reflect the huge efforts, from limited staff numbers, to cope with the increased requirements and ideas resulting from the pandemic. This included the time consuming rearrangement of many activities and:

- There was another significant net increase in Membership led by marketing and various initiatives driven by the Director of Artistic Development, including membership joining offers; online meeting forums for existing and prospective members; and a very successful online conference
- The close management of our cash position
- The continuation and extension of digital examinations
- The expansion of the number of students on our Teaching Qualifications course and the launch of a popular Teaching Assistants course
- The continuation of our Scholars programme under difficult constraints
- The support and huge efforts to and by our Australasian branch who obviously were also significantly impacted by the pandemic.
- The development, in conjunction with other dance organisations, of a symposium supporting the growth of racial diversification in dance.

We are extremely proud of the measures we orchestrated in response to the pandemic. However, we are very aware of the need to continue to work hard to manage the cash flow situation. This is a clear goal for the new management team so that we ensure that we meet the financial realities of life and ensure that we are in a position to recommence the development of a really prestigious dance organisation from which to fulfil our artistic, educational and charitable goals.

## **BRITISH BALLET ORGANIZATION LIMITED**

### **Report of Trustees For the year ended 31 December 2021**

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#### ***Strategic developments***

During 2021 the CEO discussed future strategy with the Strategic Development Committee resulting in documented recommendations for 2022 that were approved by the Trustees in Dec 2021.

These anticipated a return to “near normal” during 2022 as the world learns to live with the Covid -19 viruses. There is recognition that if the pandemic takes a turn for the worse we will need to adapt particularly if we see a return to Government led restrictions which historically has resulted in a lockdown of vast swathes of the country; prevented our Members from teaching pupils and submitting them for examinations and resulted in us cancelling events and restricting the use of the premises in Battersea Reach. All these factors would continue to have a huge adverse impact on income for 2022.

Having ridden out the social and economic impacts, however long this takes, the intention would be to focus on rebuilding reserves and return to the same “Mission statement”, “Strategic goal” and six point game plan as outlined in previous years.

In the interim flexibility and adaptability will be required to adjust to the ongoing changes.

Budgeting again proved to be extremely problematic. The initial strategy for 2022 being to keep a firm eye on cashflow; keep the reserves to a reasonable level; continue to be strong on cost control and endeavour to search for external sources of finance.

#### ***Our purposes and Aims***

The objective for which the charity is established is to advance the education of the public and its members in the art of ballet and associated dance forms.

Our mission and, strategic goal remain unchanged and a six point plan to achieve this remains our chosen route to achieving this but needs to reflect the ongoing considerations enforced on us as a result of the pandemic:

##### **Mission:**

To promote the education, training and enjoyment of dance.

##### **Strategic Goal:**

To grow our membership and be at the forefront of the dance sector, while achieving our charitable and financial goals: enhancing the quality of dance provision, bringing dance to the wider community, increasing and diversifying our sources of income.

We will achieve this by implementing, subject to the restrictions imposed as a result of the pandemic, an ambitious 6-point plan:

##### **Revitalising and enhancing our core products.**

We wish to offer the complete range of opportunities that would normally be expected from an organisation such as ours. We wish to continue the work already started in modernising, reviewing, and extending the range of our offerings. We will continue the development of our syllabi, Teaching Qualifications and look at introducing more dance orientated events, a vibrant and innovative CPD program, while also extending the range of courses provided.

# **BRITISH BALLET ORGANIZATION LIMITED**

## **Report of Trustees For the year ended 31 December 2021**

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### **Focus on Financial goals.**

This continues to be a priority for 2022. There is a clear presumption that the organisation must continue to have a high regard for the charitable objectives. Nevertheless, the emphasis on financial results and the close monitoring of cash flow and reserves is an imperative.

### **Service and Scale.**

During the pandemic we have been able to enhance the service and services we provide to our members. In future, we wish to increase the scale (size and range) of our normal activities. It is also imperative that we build on earlier investment; to improve efficiency; to improve the levels of service provided to the membership; and increase the support we are able to provide and, in particular, take advantage of enhanced cyber security

### **Develop an international and regional programme.**

We wish to further develop a UK regional programme and a robust international model to strengthen our branch in "Australasia" and to create a strong base for future growth in and outside of the UK.

### **Partnerships, collaborations and external expertise.**

We will look to build on current and past contacts. We intend to increase the depth and diversity of our governing body (Trustees), and when necessary our senior management team. We will actively seek external Individuals/organisations to advise us and we will work to establish mutually beneficial partnerships and collaborations.

### **Marketing.**

Financial constraints forced us to review and refine our commitment to marketing but it is hoped that we will be able to invest once more in this area. The Marketing of the organisation, for new and ongoing projects must return at some point to play a significant role if we are to grow. Following the successful rebranding of the organisation we wish to continue the reinvigoration and reinforcement of bbodance's place in the dance sector and generally boost awareness of the organisation among our target audience. This combined with the effective promotion of individual projects will serve to increase our profile while positively impacting on our market share and financial reserves.

### ***Plans for the future***

The effects of the Covid-19 virus have been referred to throughout this report. As an organisation we need to negotiate this situation as best we can knowing that having achieved this, our plan is to build on what has been achieved in previous years. Some of the successful initiatives of 2020 and 2021 will be rolled out again. Otherwise, we will not be making any significant changes other than those we introduce in response to the pandemic.

### ***Our activities***

To achieve the above, purpose and aims, the charity has powers to conduct examinations of its own syllabi (Classical Ballet, Musical Theatre, Contemporary, Tap, Jazz, and Modern Dance), educate students and teachers in high standards of practice and theory and to prescribe and arrange for the award of teaching qualifications.

The activities driven by the organisation promote the education, training and enjoyment of dance. As such the activities are offered to a broad range of people, with mixed abilities, in the local boroughs, throughout the United Kingdom and internationally.

**BRITISH BALLET ORGANIZATION LIMITED**

**Report of Trustees  
For the year ended 31 December 2021**

In pursuit of the 6-point plan outlined above we have increased and developed as detailed below: -

<b>KEY AIMS</b>	<b>HIGHLIGHTS</b>
<p>Revitalising and enhancing our core products.</p>	<p>Progress as originally intended has been interrupted by the pandemic, forcing us to delay our plans for syllabi development. Nevertheless:</p> <ul style="list-style-type: none"> <li>• We were successful in proactively approaching members and non members via conference calls.</li> <li>• We grew the enrollments to our online Teaching Qualifications.</li> <li>• We launched a Teaching Assistants course</li> <li>• We piloted a very successful online conference</li> <li>• We ran and concluded a highly successful “multi genre online Choreographic competition”</li> <li>• Towards the end of 2021 we were able to arrange some “live/in studio” events:               <ul style="list-style-type: none"> <li>○ CPD in Birmingham</li> <li>○ Nutcracker Repertoire workshop</li> </ul> </li> </ul>
<p><b>Focus on Financial goals</b></p>	<p>The emphasis continued in 2021, as a result of the pandemic, with the focus being attracting external financial assistance and cutting costs.</p> <p>The aim was and is to ride out the pandemic and economic repercussions with a sensible and flexible approach.</p> <p>We commenced the ultimately successful application for finance under the Governments CBILs arrangements, took advantage again of the JRS and sought additional funding from a sympathetic Trust fund.</p>
<p><b>Service and scale</b></p>	<p>As a result of the isolation and fear many teachers felt as a result of the pandemic, we considerably increased our communications with Members and non Members. As a result, the numbers of Members continued to rise.</p> <p>We successfully utilised the internet to continue and enhance many of our services.</p> <p>We coped proactively with cancelled examinations; alterations to the Scholars programme and CPD events</p> <p>We have tried to continue the training of new</p>

**BRITISH BALLET ORGANIZATION LIMITED**

**Report of Trustees  
For the year ended 31 December 2021**

	<p>examiners but this has proved problematic due to restrictions imposed by the pandemic.</p>
<p><b>Develop an international and regional programme</b></p>	<p>The pandemic forced, in Australasia, curtailment of activities. Nevertheless it is expected that the branch will produce a robust financial performance.</p> <p>The Director of Artistic Development has increased regular communication with the branch and is utilising the marketing established from the UK to help foster new members.</p> <p>This marketing has increased our international membership considerably.</p> <p>The regional development in the UK was greatly curtailed by the pandemic but the Regional Reps meeting was held online and members had a lot of opportunities for access to the Director of Artistic Development. At the end of the year a schedule was put in place for "live" Regional Meetings.</p>
<p><b>Partnerships, collaborations and external expertise</b></p>	<p>The Director of Artistic Development continued to foster a collaboration with a major dance school.</p> <p>We welcomed the arrival of a new Teaching Qualifications manager who comes with enormous relevant experience.</p> <p>We took an active role in a racial diversity program and symposium with other dance organisations.</p>
<p><b>Marketing</b></p>	<p>The investment we could make into marketing had to be curtailed and we will re evaluate this role as 2022 progresses.</p>

## **BRITISH BALLET ORGANIZATION LIMITED**

### **Report of Trustees For the year ended 31 December 2021**

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#### **BBO Scholars Scheme**

The October 2021 Scholars weekend was cancelled and the Scholars' auditions for 2021/22 were held online.

2021/22 saw the return to the studio.

#### **Dance Days 2021 and 2022**

The 2021 event had to be cancelled and we have chosen to move the 2022 event to later in the year (July).

#### ***Financial review and results***

The results for the year ended 31 December 2021 for the group are shown in the Statement of Financial Activities contained within these accounts. Incoming resources from charitable activities and other trading activities of £830,886 (2020: £694,001) and grants, donations and interest of £167,553 (2020: £151,077) generated total income of £998,439 (2020: £845,078). Total operational expenditure was £1,078,614 (2020: £998,264) resulting in a net deficit of £80,175 (2020: £153,186).

At 31 December 2021 the group's net assets stood at £3,618,267 (2020: £3,698,442). After taking into account funds tied up in fixed assets, free reserves at 31 December 2021 for the group were £313,930 (2020: £263,570). All funds in the current and prior year were unrestricted.

## **BRITISH BALLET ORGANIZATION LIMITED**

### **Report of Trustees For the year ended 31 December 2021**

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#### ***Public benefit***

The Trustees consider that the vast majority of the organisation's activities are directed towards fulfilling its charitable objectives. The fees for many activities are subsidised and we are particularly proud of our thriving and expanding Teacher training programme and our Scholars scheme.

As a charity registered in England and Wales, the charitable company also acts in accordance with the Charity Commission for England and Wales' guidance on public benefit including the guidance 'Public Benefit: running a Charity (PB2)' and the Charities Act 2011.

#### ***Depreciation***

The annual figure of £131,225 shown in the accounts for depreciation (2020: £154,146) is not a current or future drain on cash but is the result of significant capital expenditure already incurred. This was for the purchase of Ensign House together with its fixtures, fittings and equipment. Such expenditure will be of benefit for many years and is therefore written off over a longer period than the year in which it was incurred.

#### ***BBO Dance Supplies Limited***

The Trustees fully appreciate the financial position of this company. It has traditionally been viewed as an integral part of the overall organisation. The primary purpose is to provide an additional legal identity to market sales of dancewear, syllabi, merchandise and other learning material.

#### ***Investment powers and Reserves policy***

The Trustees have the power to invest any funds not required for immediate use on deposit or invest as they see fit.

The reserves policy is to retain between 3 and 6 months costs and to build on this for the future which equate to approximately £300k to £600k. Presently free reserves of £313,930 (2020: £263,570) are at the very low end of that target, however the Trustees are continuing to endeavor to take steps to ensure those free reserves are built up in the next few years. In the short term this objective is made more difficult due to the Covid-19 pandemic. At the beginning of the year monies from the government's Coronavirus Business Interruption Loan Scheme were received. The funds were not utilised, and repayments commence in February 2022. The Trustees decided not to make any addition return of the funds borrowed.

## **BRITISH BALLET ORGANIZATION LIMITED**

### **Report of Trustees For the year ended 31 December 2021**

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#### **Structure, governance and management**

The charity is a company limited by guarantee and has no share capital. Each member has undertaken to contribute to the assets of the charity in the event of being wound up while she/he is a member, or within one year of ceasing to be a member, for payment of debts and liabilities of the charity contracted before ceasing to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors amongst themselves, such amount as may be required not exceeding £6 (£1 each).

The organisation's governing document is its Articles of Association which were reviewed and adopted by special resolution dated 6 July 2012.

At the end of 2021 there were 6 appointed Trustees. During the year the Trustees recorded their adherence to the organisation's Conflict of Interest Policy.

The retirement of the CEO resulted in the appointment of joint CEO's to succeed him in February 2022 and the slight restructuring of the management structure. Nevertheless the day-to-day running of the charitable company is delegated to the role of the Chief Executive Officer(s) (CEO), who work alongside the Executive Chairman.

In 2021 The Executive Chairman and CEO were advised by the "Senior Management Committee" (SMC). As the current CEO retires two existing members of staff will work alongside the Executive Chairman as joint CEO's and a slightly altered committee structure is envisaged.

During 2021 there are three other committees/boards:

- Strategy and Development Committee – Held at Head Office
- Qualifications and Awards Approval Board – held online
- Quality Assurance Committee – held online

The members of the SMC have been made aware of the strategy for the year commencing 1 January 2022.

The identification and recruitment of Trustees is no longer a priority but the Trustees and CEO would endorse further expansion of Trustee numbers if suitable candidates emerged. The organisation's policy is to source new Trustees by personal referral from contacts made through the operation of the organisation, such as tenants, our solicitors and the Chamber of Commerce. New Trustees are interviewed, and if applicable introduced to the other Trustees. If they are considered suitable, they are co-opted to attend the next Trustee meeting and subsequently appointed at the following meeting.

#### ***Trustees***

There were six Trustees as the year drew to conclusion. There are 5 Trustee meetings scheduled each year.

Mr N Copeland gave notice of his intention to step down in 2022 and resigned on 13 April 2022. After the normal appointment procedures Mr R Thom was appointed on 1 March 2022.

## **BRITISH BALLET ORGANIZATION LIMITED**

### **Report of Trustees For the year ended 31 December 2021**

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New trustees are offered relevant training, if required, from professional advisers and maintain their competence by reading material produced by the Charity Commission and other publications as appropriate.

#### ***Executive Chairman, CEO and Senior Management***

The membership of the Senior Management Committee for 2021 is as follows:

- Executive Chairman
- CEO (Chair)
- Director of Artistic Development
- Head of Teaching Qualifications
- Head of Operations
- Head of Finance
- Examinations and Syllabi Development Manager
- Regulatory and Quality Assurance Adviser

#### ***Staff***

With the retirement of the CEO the former Director of Artistic Development and Head of Operations took over the joint role of CEO and an existing employee took on the role of Office Manager.

At the end of the year the role of Marketing Coordinator was made redundant.

The vast majority of the staff were on furlough for some time during the course of the year.

#### ***Pay policy for senior staff***

The board of Trustees delegate the day to day running of the organisation to the Senior Management Committee. All Trustees give their time freely. Details of the Trustees expenses and related party transactions are disclosed in notes 9 and 24 to the accounts.

The pay of the senior staff is reviewed annually.

#### ***Outsourcing***

The ongoing arrangements for the organisation's IT and HR support, combined with external advice for Safeguarding and Health and Safety issues, continue along with several contracts for the maintenance of the premises.

#### ***Ofqual***

The organisation continues to be supported by an external adviser who acts as RO (Responsible Officer). Reports are presented in advance of all Trustee meetings. Statement of Compliance (England and Wales jointly) were submitted in a timely fashion.

## **BRITISH BALLET ORGANIZATION LIMITED**

### **Report of Trustees For the year ended 31 December 2021**

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#### ***Espinosa Memorial Fund (EMF)***

The former CEO continued to serve as a Trustee of the EMF and, as required by the BBO Trustees, kept the EMF informed of progress. The EMF appreciates the more detailed contribution that the CEO can bring to their own discussions.

A written submission was presented which resulted in the EMF agreeing to award bbodance its normal annual grant. In 2021 this was for the sum of £7,500 (2020 £8,000).

In addition bbodance requested and was awarded a one off grant of £50,000.

#### ***Overseas Branches***

The Trustees were delighted with the dedication of the employees. The pandemic was continuing to affect the operations but otherwise there were no other significant developments and the organisation continues to look to grow its membership in Australia and New Zealand.

#### ***Related parties and co-operation with other organisations***

None of our Trustees receive remuneration or other benefit from their work with the charity, except for that referred to above. The Executive Chairman worked for 1 day a week in the office on an unremunerated basis, prior to lockdown and was subsequently available online.

Any contractual relationship with a related party must be disclosed to the full board of Trustees. Only two such related party transactions were reported. The first was an arrangement with London Studio Centre (where bbodance's Executive Chairman acts as a Director) to fund a number of students to attend a Teaching qualifications course. The fees charged by bbodance were agreed at "arm's length prices" and are available to other organisations. The second is that the charity received grants from the Espinosa Memorial Fund, a charity of which the chairman's daughter is a Trustee. Details of the transactions are included in note 24 to the accounts.

#### ***Risk management***

The Trustees require the CEO to maintain a risk register for the organisation. The risk assessment is reviewed annually and separate specific risk assessments are conducted for issues such as IT; events; Health and Safety. During 2020 and 2021 a specific risk assessment exercise was undertaken in relation to the Covid 19 outbreak.

We wish the risk process to be considered as a continuing process rather than a once a year review. It is for this reason the SMC reviews the risk register periodically and updates are an agenda item at meetings of the Trustees.

## BRITISH BALLET ORGANIZATION LIMITED

### Report of Trustees For the year ended 31 December 2021

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#### ***Impact of Covid-19 pandemic***

Reference to the Coronavirus pandemic feature strongly in this report. It has continued to impact on all areas of our activities and caused huge disruption and additional work. Throughout this period we believed we should follow Government guidelines.

The Board of Trustees guided by the CEO and the Senior Management Committee assessed, as far as possible, the considerable impact of the Covid-19 virus on an ongoing basis. It had considerable adverse effects on the economy and resulted, once again, in the cancellation of events, examinations and studio hire throughout 2021.

The organisation continued to respond effectively to the risks identified as a result of the pandemic:

- It took measures to protect its staff, examiners, other contractors and all users of its premises.
- It detailed and updated a specific risk assessment and action plans.
- It looked to take advantage of grants and Government schemes to help protect its liquidity to ease the effects of a sustained decrease in income.
- Many of the staff were put on furlough and subsequently part time furlough.
- Initially all staff worked from home with a move to having a skeleton staff in the office on a daily basis, as the rules permitted.
- There were frequent communications with Members and Staff, for which we received much praise.
- A few staff left, as a result of natural wastage, redundancy and at the end of fixed term contracts.
- Offering online membership briefings, online Scholars classes, online Teaching Qualifications and digital examinations.
- Launched new initiatives for the benefit of all teachers and students.

The proactive attitude of the staff has been immense and resulted in the organisation attracting new members during 2021, increasing the Teaching Qualifications enrolment above budgeted figures for September 2021 and securing a significant long term hire of studio space that continues since commencing in October 2020.

#### ***Going Concern***

The operational review and resultant decisions continue as an ongoing process as the variables are myriad and so it is difficult to evaluate with any certainty the outcomes on the organisation's various activities. However, taking into account the UK Government's response, the organisations planning and the availability of a significant unencumbered asset on the balance sheet, the Board of Trustees have a reasonable expectation that the organisation will continue in operational existence for the foreseeable future. The financial statements have therefore been prepared on a going concern basis as set out in note 1c.

## BRITISH BALLET ORGANIZATION LIMITED

### Report of Trustees For the year ended 31 December 2021

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#### **The Directors and Members of the Board of Trustees who served during the year were:**

Mr N H Espinosa (Chairman)  
Mr N Copeland (resigned 13 April 2022)  
Mr J C N Jones  
Ms K G Rieveley  
Ms S L J Banham  
Ms A M Walker

#### ***Statement of Trustees' responsibilities***

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

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

- select suitable accounting policies then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have 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 charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### **Statement of disclosure to our auditors**

In so far as the Trustees are aware there is no relevant audit information of which the charitable company's auditor is unaware and the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

#### **Auditor**

Kreston Reeves LLP have indicated their willingness to continue in office. A resolution to reappoint Kreston Reeves LLP will be proposed at the forthcoming Annual General Meeting.

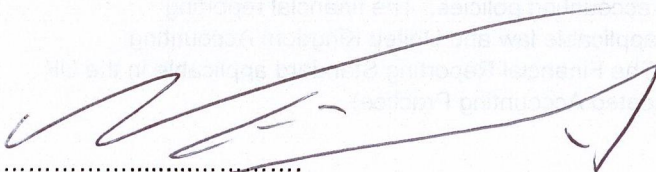
**BRITISH BALLET ORGANIZATION LIMITED**

**Report of Trustees  
For the year ended 31 December 2021**

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This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Approved by the Board of Trustees and signed on their behalf by:



**Chairman of the Trustees**  
**Mr N H Espinosa**

Date: 26 July 2022

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
BRITISH BALLET ORGANIZATION LIMITED**

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**OPINION**

We have audited the financial statements of British Ballet Organization (the 'parent charitable company') and its subsidiaries ('the group') for the year ended 31 December 2021 which comprise of the Consolidated Statement of Financial Activities (including the Consolidated Income and Expenditure Account), the Consolidated and Charity Balance Sheet, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

**BASIS FOR OPINION**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**CONCLUSIONS RELATING TO GOING CONCERN**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt about the group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

**OTHER INFORMATION**

The other information comprises the information included in the report of the trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the report of the trustees. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
BRITISH BALLET ORGANIZATION LIMITED**

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**OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

**MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

**RESPONSIBILITIES OF THE TRUSTEES**

As explained more fully in the trustees' responsibilities statement set out on page 17, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board either intends to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

**AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. These specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
BRITISH BALLET ORGANIZATION LIMITED**

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*Capability of the audit in detecting irregularities, including fraud*

Based on our understanding of the group and the sector it operates in, and through discussion with the directors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, Charities Act 2011 and the Statement of Recommended Practice for Charities 2019. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries to increase revenue or reduce expenditure, management bias in accounting estimates and judgemental areas of the financial statements such as the residual values and estimated useful lives of assets used to calculate depreciation and the assumptions used in support cost allocation. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations and fraud; and
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but, except to the extent otherwise explicitly stated in our report, not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
BRITISH BALLET ORGANIZATION LIMITED**

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- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**USE OF OUR REPORT**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**S Ediss BSc FCA (Senior Statutory Auditor)**  
**For and on behalf of Kreston Reeves LLP**  
Chartered Accountants  
Statutory Auditor

Horsham

**Date:** 11 August 2022

Kreston Reeves LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

**British Ballet Organisation**  
**Consolidated Statement of Financial Activities**  
**(Including Consolidated income and expenditure account)**  
**For the year ended 31 December 2021**

	Note	2021 Total £	2020 Total £
<b>Income from:</b>			
Donations, Legacies and Grants	4	167,552	150,608
Charitable activities:			
Membership		73,811	72,795
Examinations		295,016	183,209
Educational programmes and events		327,392	302,316
Other trading activities	5	134,667	135,681
Investment income	6	1	469
<b>Total income</b>		<b>998,439</b>	<b>845,078</b>
<b>Expenditure on:</b>			
Charitable Activities:			
Membership		(67,743)	(80,023)
Examinations		(569,914)	(396,635)
Educational programmes and events		(432,539)	(519,844)
	7	<b>(1,070,196)</b>	<b>(996,502)</b>
Raising Funds:			
Other trading activities		(8,418)	(1,762)
<b>Total Expenditure</b>	7	<b>(1,078,614)</b>	<b>(998,264)</b>
Net expenditure and net movement in funds	8	(80,175)	(153,186)
Tax on activities	10	-	-
<b>Net movement in funds</b>		<b>(80,175)</b>	<b>(153,186)</b>
<b>Reconciliation of funds:</b>			
Total funds brought forward	19	3,698,442	3,851,628
<b>Total funds carried forward</b>	19	<b>3,618,267</b>	<b>3,698,442</b>

At present the charity has no restricted funds.

The statement of financial activities contains all gains and losses recognised in the year.

All income and expenditure is derived from continuing activities.

**British Ballet Organisation**  
**Consolidated and Charity Balance Sheet**  
**As at 31 December 2021**

Company Registration No. 01402656 (England and Wales)

	Note	Group		Charity	
		2021 £	2020 £	2021 £	2020 £
<b>Fixed assets:</b>					
Tangible assets	11	3,304,337	3,434,872	3,304,337	3,434,872
Investments	12	-	-	100	100
<b>Total fixed assets</b>		<b>3,304,337</b>	<b>3,434,872</b>	<b>3,304,437</b>	<b>3,434,972</b>
<b>Current assets:</b>					
Stock	13	3,444	3,771	-	-
Debtors	14	204,610	315,338	204,510	315,232
Cash at bank and in hand		526,054	251,081	523,523	249,376
<b>Total current assets</b>		<b>734,108</b>	<b>570,190</b>	<b>728,033</b>	<b>564,608</b>
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	15	(320,178)	(306,620)	(340,553)	(330,558)
<b>Net current assets</b>		<b>413,930</b>	<b>263,570</b>	<b>387,480</b>	<b>234,050</b>
<b>Total assets less current liabilities</b>		<b>3,718,267</b>	<b>3,698,442</b>	<b>3,691,917</b>	<b>3,669,022</b>
Creditors: amounts falling due after more than one year	16	(100,000)	-	(100,000)	-
<b>Total net assets</b>		<b>3,618,267</b>	<b>3,698,442</b>	<b>3,591,917</b>	<b>3,669,022</b>
<b>The funds of the charity</b>					
Unrestricted income funds	19	3,618,267	3,698,442	3,591,917	3,669,022
<b>Total charity funds</b>		<b>3,618,267</b>	<b>3,698,442</b>	<b>3,591,917</b>	<b>3,669,022</b>

As permitted by S408 Companies Act 2006, the charity has not presented its own profit and loss and account and related notes as it prepares group accounts. The charity's loss for the year was £77,105 (2020: £150,684 loss).

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes at pages 25 to 38 form part of these financial statements.  
 Approved by the trustees on ...26/7/22... and signed on their behalf by:

  
 Mr N H Espinosa  
 Chairman

**British Ballet Organisation**  
**Consolidated Statement Cash Flows**  
**For the year ended 31 December 2021**

	Note	Group		Charity	
		2021 £	2020 £	2021 £	2020 £
<b>Cash flows from operating activities</b>					
<b>Cash used in operating activities</b>	<b>22</b>	<b>150,662</b>	<b>(67,249)</b>	<b>149,836</b>	<b>(68,385)</b>
Purchase of tangible fixed assets	11	(690)	-	(690)	-
Interest income	6	1	469	1	469
<b>Cash provided by / (used in) investing activities</b>		<b>(689)</b>	<b>469</b>	<b>(689)</b>	<b>469</b>
Additional borrowing		125,000	-	125,000	-
Interest paid		-	-	-	-
<b>Cash provided by / (used in) financing activities</b>		<b>125,000</b>	<b>-</b>	<b>125,000</b>	<b>-</b>
Decrease in cash and cash equivalent in the year		274,973	(66,780)	274,147	(67,916)
Cash and cash equivalents at the beginning of the year		251,081	317,861	249,376	317,292
Cash and cash equivalents at the end of the year		526,054	251,081	523,523	249,376

**1 Accounting policies**

- a) The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**General information**

British Ballet Organization is a private company limited by guarantee (Companies House No. 01402656), incorporated in England and Wales and is a registered charity (Registered Charity No. 277177). It is governed by Memorandum and Articles of Association which was reviewed and adopted by special resolution dated 6 July 2012. The address of the registered office is 2nd Floor Springfield House, Springfield Road, Horsham, West Sussex RH12 2RG.

**b) Basis of preparation**

The financial statements have been prepared in accordance with 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) - (Charities SORP FRS 102), the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

British Ballet Organization 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 or note.

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 whole £.

**c) Going concern**

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. The Trustees consider that given the large investment in assets of the HQ building, branding and also in syllabus development that the organisation has a further year until operational deficits are eradicated and small surpluses are expected in 2023.

**d) Group financial statements**

The charity accounts include the accounts of the British Ballet Organization in the UK, and its branches, and the Group includes the results of the charity and its wholly owned subsidiary BBO Dance Supplies Limited which is exempt from audit, on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. A summary of the financial performance of the charity is included in note 3.

**1 Accounting policies (continued)**

**e) Income**

Income, including that relating to charitable activities of membership, examinations and educational programmes and events, is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for the provision of specified service is deferred until the criteria for income recognition are met.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**g) Interest receivable**

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

**1 Accounting policies (continued)**

**h) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity. At present the charity has no restricted or designated funds.

**i) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Expenditure on charitable activities includes the costs of delivering services, exhibitions and other educational activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**j) Allocation of support costs**

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Organisation's artistic programmes and activities. These costs have been allocated to expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 7.

**k) Operating leases**

Rental charges are charged on a straight-line basis over the term of the lease.

**l) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. No depreciation was provided for land. The depreciation rates in use are as follows:

Fixtures & fittings	10 years straight line
Office equipment & furniture	5 years straight line
Plant & machinery	10 years straight line

**1 Accounting policies (continued)**

Leasehold property including leasehold improvements, where the improvements are integral to the structure of the building is held at cost.

The property is held at cost and is not depreciated as the Trustees' have obtained an independent valuation which supports the residual value as being greater than costs. This will be reviewed for any possible indicators of decrease in value every year.

**m) Impairments of fixed assets**

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such indications exist, the charitable company estimates the recoverable amount of the asset.

**n) Stocks**

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

**o) Debtors**

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

**p) Cash at bank and in hand**

Cash at bank and cash 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.

**q) Creditors and provisions**

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

**r) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**s) Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense.

**1 Accounting policies (continued)**

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 company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**t) Pensions**

The charity contributes to a defined contribution scheme with Now Pensions in respect of staff. Contributions are charged to the income and expenditure account when paid. The pension costs charged in the statement of financial activities represent the contributions payable by the charity during the year. Amounts payable at year-end are included in Other Creditors.

**u) Critical accounting estimate and judgements**

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are those used in the carrying value of the charity's own premises. These estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no other significant estimate and judgements that have a significant effect on the amounts in the financial statements.

**2 Legal status of the organisation**

The charity is a company limited by guarantee and has no share capital. Each member has undertaken to contribute to the assets of the charity in the event of being wound up while she/he is a member, or within one year of ceasing to be a member, for payment of debts and liabilities of the charity contracted before ceasing to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors amongst themselves, such amount as may be required not exceeding £6 (£1 each).

**British Ballet Organisation**  
**Notes to the financial statements**  
**For the year ended 31 December 2021**

**3 Financial performance of the charity**

The summary financial performance of the charity alone is:

	2021	2020
	£	£
Income	984,798	835,024
Gift aid from subsidiary company	8,293	10,801
	<u>993,091</u>	<u>845,825</u>
Expenditure on charitable activities	(1,070,196)	(996,509)
<b>Net expenditure</b>	<u>(77,105)</u>	<u>(150,684)</u>
Total funds brought forward	3,669,022	3,819,706
Total funds carried forward	<u>3,591,917</u>	<u>3,669,022</u>
Represented by:		
Unrestricted income funds	<u>3,591,917</u>	<u>3,669,022</u>
	<u>3,591,917</u>	<u>3,669,022</u>
	2021	2020
	£	£
UK income	775,918	654,780
Australasia income	<u>208,880</u>	<u>180,244</u>
	<u>984,798</u>	<u>835,024</u>
<b>Net movement in funds analysed by location:</b>		
UK	(118,707)	(181,906)
Australia	33,305	27,145
New Zealand	8,297	4,077
	<u>(77,105)</u>	<u>(150,684)</u>

No management charge is paid by the Australia or New Zealand branches to the UK charity.

**4 Income from donations, legacies and grants**

	2021	2020
	£	£
UK Government grants	74,375	85,216
Australian Government grants	35,677	56,683
Gifts and grants from trust	57,500	8,709
	<u>167,552</u>	<u>150,608</u>

No restrictions were placed on the charity's use of these funds.

**5 Income from other trading activities**

	2021	2020
	£	£
Other trading income of the charity	121,026	125,628
Trading income of wholly owned subsidiary (Note 25)	13,641	10,053
	<u>134,667</u>	<u>135,681</u>

**6 Income from investments**

All of the group's investment income of £1 (2020: £469) arises from money held in interest bearing bank deposit accounts.

British Ballet Organisation  
Consolidated Statement of Financial Activities  
For the year ended 31 December 2021

7 Analysis of expenditure on charitable activities

	Direct charitable activities				Governance and support costs											
	Membership		Examinations and Syllabi		Educational Programmes and Events		Total Charitable Activities		Governance costs		Support costs		2021 Total		2020 Total	
	£		£		£				£		£		£		£	
Staff costs	28,532		24,848		132,830		186,210		46,263		249,902		482,375		519,886	
Contractors			15,525		15,525		31,050		-		10,270		41,320		9,430	
Direct costs	1,180		209,591		41,356		252,127		-		-		252,127		147,869	
Support costs	-		-		-		-		-		289,996		289,996		315,278	
Governance costs	-		-		-		-		4,378		-		4,378		4,039	
	29,712		249,964		189,711		469,387		50,641		550,168		1,070,196		996,502	
<i>Allocation of:</i>																
Support costs	34,825		292,982		222,361		550,168		-		(550,168)		-		-	
Governance costs	3,206		26,968		20,467		50,641		(50,641)		-		-		-	
<b>Total charitable expenditure 2021</b>	67,743		569,914		432,539		1,070,196						1,070,196		996,502	
<b>Expenditure on Raising Funds</b>																
Other trading activities - support costs													8,418		1,762	
<b>Total expenditure 2021</b>													1,078,614		998,264	

The organisation initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the three key charitable activities undertaken.

Wherever possible costs are allocated directly to the related activities. When this is not possible the costs are allocated to support costs that are then allocated *pro rata* to the direct costs that have been established.

Other trading activities - support costs relate to costs of sales in BBO Dance Supplies

British Ballet Organisation  
Consolidated Statement of Financial Activities  
For the year ended 31 December 2021

7 Analysis of expenditure on charitable activities (continued)

Prior year comparatives for the year ended 31 December 2020

	Direct charitable activities				Governance and support costs				
	Membership £	Examinations and Syllabi £	Educational Programmes and Events £	Total Charitable Activities	Governance costs		Support costs		2019 Total £
					£	£	£	£	
Staff costs	28,411	33,403	174,412	236,226	50,222	233,438	519,886	533,160	
Contractors	-	-	-	0	-	9,430	9,430	39,400	
Direct costs	1,667	116,325	29,877	147,869	-	-	147,869	389,786	
Support costs	-	-	-	-	-	315,278	315,278	436,087	
Governance costs	-	-	-	-	4,039	-	4,039	6,312	
<i>Allocation of:</i>	30,078	149,728	204,289	384,095	54,261	558,146	996,502	1,404,745	
Support costs	45,520	225,030	287,596	558,146	-	(558,146)	-	-	
Governance costs	4,425	21,877	27,959	54,261	(54,261)	-	-	-	
<b>Total charitable expenditure 2020</b>	<b>80,023</b>	<b>396,635</b>	<b>519,844</b>	<b>996,502</b>			<b>996,502</b>	<b>1,404,745</b>	
<b>Expenditure on Raising Funds</b>									
Other trading activities - support costs							1,762	14,452	
<b>Total expenditure 2020</b>							<b>998,264</b>	<b>1,419,197</b>	

The organisation initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the three key charitable activities undertaken.

Wherever possible costs are allocated directly to the related activities. When this is not possible the costs are allocated to support costs that are then allocated *pro rata* to the direct costs that have been established.

Other trading activities - support costs relate to costs of sales in BBO Dance Supplies

**8 Net expenditure for the year**

This is stated after charging:	2021	2020
	£	£
<i>Operating lease rentals:</i>		
Other equipment	3,865	3,842
Depreciation	131,225	154,146
<i>Auditor's remuneration:</i>		
Audit fees – UK	13,255	13,000
Audit fees – Australasia	-	4,613
Accounting and taxation services	2,131	1,750
Foreign exchange (Gains)/ losses	1,284	1,594

The Australasia audit fees in the prior year were paid to the local auditors and not to the UK statutory auditor. The Australasia branches did not require an audit for the year ended 31 December 2021.

**9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:	2021	2020
	£	£
Salaries and wages	466,069	483,728
Social security costs	29,942	31,305
Pension costs	16,030	14,283
Redundancy and termination costs	11,654	-
	<u>523,695</u>	<u>529,316</u>

Redundancy and termination costs relate to a severance payment to a previous employee.

A number of self-employed staff are contracted on a part time basis to assist with our charitable activities. Total payments to such staff in 2021 were £41,320 (2020: £ 37,940).

There were no employees who received employee benefits of over £60,000 in the year (2020: none).

Key management personnel is defined as those persons having authority and responsibility for planning, directing and controlling the activities of the entity directly or indirectly. Employee benefits and remuneration, including employer national insurance, in respect of key management personnel during the year amounted to £46,193 (2020: £48,792). Key management comprised the Trustees and Mr R Bloor.

**Trustees remuneration and benefits**

No trustees were paid during the year for their role as Trustees (2020: none). They were not reimbursed expenses during the year (2020: £nil). No charity Trustee received payment for professional or other services supplied to the charity (2020: none)

**Staff numbers**

The average number of employees (head count based on number of staff employed during the year) was 16 (2020:19).

#### 10 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

11 Tangible fixed assets	Leasehold Property	Plant & Machinery	Office Equipment & Furniture	Fixtures & Fittin gs	Total
Group and Charity	£	£	£	£	£
<b>Cost</b>					
At 1 January 2021	2,796,377	504,637	237,248	806,848	4,345,110
Additions	-	690	-	-	690
At 31 December 2021	<u>2,796,377</u>	<u>505,327</u>	<u>237,248</u>	<u>806,848</u>	<u>4,345,800</u>
<b>Depreciation</b>					
At 1 January 2021	-	(260,481)	(236,966)	(412,791)	(910,238)
Charge for the year	-	(50,475)	(65)	(80,685)	(131,225)
At 31 December 2021	<u>-</u>	<u>(310,956)</u>	<u>(237,031)</u>	<u>(493,476)</u>	<u>(1,041,463)</u>
<b>Net book value</b>					
At 31 December 2021	<u>2,796,377</u>	<u>194,371</u>	<u>217</u>	<u>313,372</u>	<u>3,304,337</u>
At 31 December 2020	<u>2,796,377</u>	<u>244,156</u>	<u>282</u>	<u>394,057</u>	<u>3,434,872</u>

All of the above assets are used for charitable purposes.

#### 12 Investments

The Charity does not own any investment properties or investments in any form of financial instrument other than the £100 shareholding (2020: £100) in the wholly owned subsidiary BBO Dance Supplies Limited (see Note 24).

#### 13 Stock

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Merchandise, clothing and teaching materials	<u>3,444</u>	<u>3,771</u>	<u>-</u>	<u>-</u>

#### 14 Debtors

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	82,965	157,499	82,965	157,499
Prepayments	10,114	4,287	10,114	4,287
Other debtors	111,531	153,552	111,431	153,446
	<u>204,610</u>	<u>315,338</u>	<u>204,510</u>	<u>315,232</u>

Included in other debtors is £110,673 (2020: £151,698) due in respect of VAT under the CGS scheme. Of this, £69,648 (2020: £119,699) is due more than one year after the year-end.

15 Creditors: amounts falling due within one year

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade creditors	30,707	19,038	30,655	20,028
Bank loan	25,000	-	25,000	-
Corporation tax	-	9,038	-	9,038
Taxation and social security	37,139	22,719	37,139	22,719
Amounts due to related subsidiary	-	-	20,421	22,948
Other creditors	37,855	37,326	37,861	37,326
Accruals	39,559	23,979	39,559	23,979
Deferred income	149,918	194,520	149,918	194,520
	<u>320,178</u>	<u>306,620</u>	<u>340,553</u>	<u>330,558</u>

16 Creditors: amounts falling due after more than one year

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Bank loan	100,000	-	100,000	-
	<u>100,000</u>	<u>-</u>	<u>100,000</u>	<u>-</u>

Bank loans totalling £125,000 (2020: £nil). The bank loan is repayable in 60 monthly instalments from January 2022 and interest is payable at 2.81% above base rate on the principal amount. No amounts are due as repayable after more than five years.

17 Deferred income

	2021 £	2020 £
Balance as at 1 January	194,520	183,492
Amount released to income in the year	(305,473)	(171,034)
Amount deferred in the year	260,871	182,062
Balance as at 31 December	<u>149,918</u>	<u>194,520</u>

Deferred income comprises income received in advance of related costs that will fall in the following year, in particular payments for the teaching qualifications, membership/Scholar's income.

18 Financial instruments

The carrying amount of the charity's financial instruments at 31 December were:

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
<b>Financial Assets</b>				
Debt instruments measured at amortised cost	93,079	161,786	93,079	161,786
Amount carried forward	<u>93,079</u>	<u>161,786</u>	<u>93,079</u>	<u>161,786</u>
<b>Financial liabilities</b>				
Debt instruments measured at amortised cost	233,121	80,343	233,075	81,333
Amount carried forward	<u>233,121</u>	<u>80,343</u>	<u>233,075</u>	<u>81,333</u>

## 19 Analysis of movement between funds

	At 1/1/21	Total income	Total expenditure	At 31/12/21
	£	£	£	£
Unrestricted funds Group	3,698,442	998,439	(1,078,614)	3,618,267
Unrestricted funds Charity	3,669,022	993,091	(1,070,196)	3,591,917
<b>Analysis of movement between funds – previous year</b>				
	At 1/1/20	Total income	Total expenditure	At 31/12/20
	£	£	£	£
Unrestricted funds Group	3,851,628	845,078	(998,264)	3,698,442
Unrestricted funds Charity	3,819,706	845,825	(998,509)	3,669,022

## 20 Operating lease commitments

### Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Within one year	3,835	3,865	3,835	3,865
Between one and five years	1,944	5,752	1,944	5,752
In over five years	-	-	-	-
	<u>5,779</u>	<u>9,617</u>	<u>5,779</u>	<u>9,617</u>

At the reporting end date the total future minimum sublease payments expected to be received under non-cancellable subleases was £5,752 (2020: £9,617)

## 21 Contingent assets or liabilities

HMRC accepted the Charity's application for VAT relief under a Capital Goods Scheme in March 2017. This resulted in a material recovery of VAT already paid on the acquisition and fit out of the new Headquarters at Ensign House. £374,151 was shown on the balance sheet as receivable from HMRC under this scheme. £134,944 was received from HMRC in January 2018 and £26,801 in November 2018, £22,551 in November 2019, £38,156 in November 2020, £41,025 in Oct 2021 with the balance of £110,673 to be paid over five years. This amount can and will change as the use of the building changes.

## 22 Reconciliation of net movements in funds to net operating cash flow

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Net movements in funds	(80,175)	(153,186)	(77,105)	(150,684)
Deduct interest income shown in investing activities	(1)	(469)	(1)	(469)
Add back interest expenditure shown in investing activities	-	-	-	-
Add back depreciation charges	131,225	154,146	131,225	154,146
Add loss on disposals of fixed assets	-	2,000	-	2,000
Decrease/(Increase) in stocks	327	-	-	-
(Increase)/ decrease in debtors	110,728	(33,988)	110,722	(33,982)
(Decrease)/ increase in creditors	(11,442)	(35,752)	(15,005)	(39,396)
Deduct tax paid	-	(5,023)	-	-
<b>Net cash provided by operating activities</b>	<b>150,662</b>	<b>(67,249)</b>	<b>149,836</b>	<b>(68,385)</b>

## 23 Analysis of changes in net debt

	At 1 Jan 2021 £	Cashflows £	Other non cash changes £	At 31 Dec 2021 £
<b>Cash and cash equivalents</b>				
Cash	251,081	274,973	-	526,054
	251,081	274,973	-	526,054
<b>Borrowings</b>				
Loan due within one year	-	25,000	-	25,000
Loan due after one year	-	100,000	-	100,000
	-	125,000	-	125,000
<b>Total</b>	<b>251,081</b>	<b>399,973</b>	<b>-</b>	<b>651,054</b>

## Reconciliation of net cash flow to movement in net debt

	2021 £
<b>Increase in cash in period</b>	274,973
Additional borrowings	125,000
Change in net debt	399,973
<b>Net debt at 1 January 2021</b>	251,081
<b>Net debt at 31 December 2021</b>	<b>651,054</b>

## 24 Related party transactions

### Commercial

There was an arrangement with London Studio Centre, where the organisation's Chairman acts as a Director, which funded 2 students to attend one of the Charity's Teaching Qualifications courses for fees of £2,390 (2020: £0). There was £2,390 (2020: £0) outstanding at the year-end.

During the year, the charity received a normal grant of £7,500 (2020: £8,000) and an additional grant of £50,000 (2020: £nil) from from the Espinosa Memorial Fund, a charity of which the chairman's daughter is a Trustee.

**25 Trading Subsidiary**

The 100% owned trading subsidiary BBO Dance Supplies Limited is incorporated in the United Kingdom (Company number 3907230). It is the intention that the subsidiary pays all of its current and future year profits to the charity under the gift aid scheme.

The address of the registered office is Springfield House, Springfield Road, Horsham, West Sussex RH12 2RG. BBO Dance Supplies Limited is responsible for the sale of various teaching resources, clothing and other merchandise.

The summary financial performance of the trading subsidiary alone is:

	2021	2020
	£	£
Turnover	13,641	10,053
Cost of sales	<u>(5,549)</u>	<u>(459)</u>
Gross profit	8,092	9,594
Administrative expenses	<u>(2,869)</u>	<u>(1,301)</u>
Profit on ordinary activities before taxation	5,223	8,293
Tax on profit on ordinary activities	-	-
Profit for the financial year	<u>5,223</u>	<u>8,293</u>
Retained brought forward from prior year	29,414	31,922
Amount gift aided to the charity	<u>(8,293)</u>	<u>(10,801)</u>
Retained in subsidiary	<u><u>26,344</u></u>	<u><u>29,414</u></u>
The assets and liabilities of the subsidiary were:		
Current assets	26,495	29,514
Current liabilities	<u>(51)</u>	-
Total net assets	<u><u>26,444</u></u>	<u><u>29,514</u></u>
Aggregate share capital and reserves	<u><u>26,444</u></u>	<u><u>29,514</u></u>

**BRITISH BALLET ORGANIZATION LIMITED**

England & Wales - Charity number 277177

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# Accounts

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**BRITISH BALLET ORGANIZATION LIMITED**

**(COMPANY LIMITED BY GUARANTEE)**

**Report and Financial Statements**

**Year ended 31 December 2020**

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**Company Registration No. 01402656 (England and Wales)**  
**Charity Registration No. 277177 (England and Wales)**

# BRITISH BALLET ORGANIZATION LIMITED

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# BRITISH BALLET ORGANIZATION LIMITED

## REFERENCE AND ADMINISTRATIVE DETAILS

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<b>Company registration number</b>	01402656 (England and Wales)
<b>Charity registration number</b>	277177 (England and Wales)
<b>Governing document</b>	Memorandum and Articles of Association
<b>Organisation structure</b>	The affairs and property of the charity are managed by a Board of Trustees which may exercise all such powers of the Trust as not required by its Articles of Association to be exercised in general meeting.
<b>Trustees</b>	Mr N H Espinosa (Chairman) Mr N Copeland Mr J C N Jones Mrs K G Rieveley Mr S L J Banham A M Walker MBE
<b>Chief executive</b>	Mr R Bloor
<b>Registered office</b>	2nd Floor Springfield House Springfield Road Horsham West Sussex RH12 2RG
<b>Business Address</b>	Unit A Ensign House Battersea Reach Juniper Drive London SW18 1TA
<b>Auditors</b>	Kreston Reeves LLP Springfield House, Springfield Road Horsham RH12 2RG
<b>Bankers</b>	National Westminster Bank plc 149 Church Road Barnes London SW13 9HS

# BRITISH BALLET ORGANIZATION LIMITED

## Report of the Trustees For the year ended 31 December 2020

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The Board of Trustees, who are also directors under company law, are pleased to present their annual report and the consolidated financial statements of the charity and its subsidiary, which is exempt from audit by virtue of Section 477 of Companies Act 2006, for the year ending 31 December 2020 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with Charities Act 2011, the Companies Act 2006, the articles of association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and Ireland (FRS 102) (effective 1 January 2019).

### *Introduction*

The Trustees, throughout their planning and review processes, are aware of their responsibilities to ensure that there is a clear public benefit derived from the activities of the organisation. Like all organisations the Covid – 19 Pandemic has had a huge adverse impact on the organisation resulting in many strategic and operational changes. The normal income from Events, Examinations and Studio Hire has been decimated, forcing us to take advantage of the Job Retention scheme; reducing the number of employees (via natural wastage); cutting costs and applying for external assistance in the form of loans and grants.

Strategically, the organisation's "mission": To inspire excellence and promote the education, training and enjoyment of dance, underpins the decisions and the activities undertaken. However, realistically, for the majority of 2020 it has had to be tempered by the financial realities and the need to focus on trying to ensure the long-term survival of the organisation which celebrated its 90th anniversary in 2020. We decided early on in the pandemic to focus on our online activities and to promote membership benefits and supported these areas of the operation while scaling back on the resources needed for the day to day running of most other areas of activity.

Unfortunately, the need to cancel and rearrange events and activities combined with and understandably increased level of enquiries from regulators and the need to produce revised financial forecasts meant that our associated costs escalated in many areas.

The Trustees intentions are to see the organisation through the adverse effects of the Pandemic and to revert to its previous strategy commensurate with the organisation's "mission".

## BRITISH BALLET ORGANIZATION LIMITED

### Report of the Trustees

For the year ended 31 December 2020

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This Report is mainly devoted to many of the achievements and significant Covid 19 related actions of the twelve months leading up to 31 December 2020 namely:

- Celebrating, virtually, the 90th anniversary of the organisation
- Supporting the Membership during a period of intense concern, frustration, and sense of isolation
- Increasing the membership
- Moving Teaching Qualifications to an entirely online basis
- Completing the 5-year review of the Teaching Qualifications
- Rearrangement of or cancellation of activities due to the pandemic
- The increasing use of online services such as Members meetings, Webinars and CPD events as well as supporting our Scholars scheme
- The launch of new initiatives
- The provision of increased Financial and Regulatory information
- The application for external financial support.
- The Health and Safety implications of the pandemic including risk assessments and contingency plans

We are proud to be an Awarding Body and, in the normal course of events we are able to offer a range of services, including: conducting examinations and offering courses accredited by the UK Government. As a membership organisation our core activities would normally include developing syllabi to advance the art of dance; conducting examinations; training the dance teachers of the future; providing subsidised events and training for qualifying students; and the running of a CPD program. These bring tremendous benefits to Dance Teachers and students of all ages. Through our membership we welcome all students and teachers regardless of ethnicity, personal background, faith, gender or personal circumstances believing that dance can bring huge benefits in the form of friendships and essential life skills such as confidence, expression, artistry, discipline, coordination, and physical exercise.

**Report of the Trustees  
For the year ended 31 December 2020**

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***Chair's report***

We were due to celebrate, in May 2020, the 90th anniversary of the organisation. This plan along with all areas of operation had to be adjusted to reflect the pandemic. Out of necessity, financial considerations were paramount. However, given what we know, we are confident the organisation can ensure its survival and looks forward to returning to the modernisation and development plans interrupted by the Covid 19 virus and building on the investment made over the last couple of years with the focus on the continuing growth of the membership.

2020 should be remembered for the Pandemic and the simply amazing contribution of every single member of staff whether they had to suffer the frustration of isolation and / or furlough or worked well beyond the expected norm.

As a result of the combined commitment of the entire staff and support from other stakeholders, the overall position of the organisation was far better than it might otherwise have been. The tackling of difficult issues and the launch of new initiatives illustrated their determination.

The team continues to be led by Nic Espinosa, Executive Chairman and Robin Bloor, CEO. The next 12 months will largely be determined by the time scale in which we can return to normal operating conditions and the general economic repercussions. These external factors are beyond our control and subject to change. We therefore have to be prepared to adapt.

October 2020 saw the fifth anniversary of the move to Ensign House. During this period and the period leading up to it the organisation faced many challenges but 2020 presented us with the biggest challenge to date.

The organisation had sufficient liquid reserves as 2021 commenced and despite the obstacles have an organisation that is "fit for purpose" and positioned to foster the growth of membership, principally through:

- Increasing marketing reach and online presence combined with initiatives designed to appeal to Teachers
- Online syllabi which are free to access for all bbodance Registered Teachers and Associate Members
- New and revised syllabi that we intend to continue rolling out as soon as feasible.

We were particularly delighted that Sir David Bintley CBE (knighted in the 2020 New Year Honours) agreed to become the organisation's Vice President.

## BRITISH BALLET ORGANIZATION LIMITED

### Report of the Trustees For the year ended 31 December 2020

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#### *Chair's report ( continued )*

*Our Achievements in the last 12 months, reflect the huge efforts, from limited staff numbers, to cope with the increased requirements and ideas resulting from the pandemic . This included the time consuming rearrangement of many activities*

- There was another significant net increase in Registered Teachers led by marketing and various initiatives driven by the Director of Artistic Development, including membership joining offers; online meeting forums for existing and prospective members; online classes; and the launch of an online dance challenge.
- The Teaching Qualifications migrated, successfully, to total online delivery.
- The Teaching Qualifications review
- The annual dance days event was cancelled, and all monies refunded. The associated CPD sessions were successfully moved online.
- The Scholars auditions and classes had to be moved online and the normal October Scholars weekend was cancelled
- Visits to our Website and followers on social media demonstrated significant growth.
- The launch of digital examinations
- We continued to recruit and train examiners
- The creation of additional space for office rental.
- Regular dialogue was maintained with our Australasian branch.

We are extremely proud of the measures we orchestrated in response to the pandemic. However, we are very aware of the need to continue to work hard to manage the cash flow situation. This is a clear goal for the CEO so that we ensure that we meet the financial realities of life and ensure that we are in a position to recommence the development of a really prestigious dance organisation from which to fulfil our artistic, educational and charitable goals.

## BRITISH BALLET ORGANIZATION LIMITED

### Report of the Trustees For the year ended 31 December 2020

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#### *Strategic developments*

During 2020 the CEO documented strategic issues discussed with the Trustees.

This reflected that the Covid-19 virus and the Government led restrictions which at times resulted in a lockdown of vast swathes of the country; prevented our Members from teaching pupils and submitting them for examinations and resulted in us cancelling events and restricting the use of the premises in Battersea Reach. All these factors had a huge adverse impact on income for 2020 and at the year end it was uncertain how long these factors would continue to impact the organisation.

Having ridden out the social and economic impacts the intention would be to focus on rebuilding reserves and return to the same "Mission statement", "Strategic goal" and six point game plan as outlined in previous years.

In the interim flexibility and adaptability will be required to adjust to the ongoing changes.

Budgeting proved to be extremely problematic. The initial strategy for 2021 being to keep a firm eye on cashflow; keep the reserves to a reasonable level; continue to be strong on cost control and endeavour to search for external sources of finance.

#### *Our Purposes and Aims*

The objective for which the charity is established is to advance the education of the public and its members in the art of ballet and associated dance forms.

Our mission and, strategic goal remain unchanged and a six point plan to achieve this remains our chosen route to achieving this but will need to reflect the ongoing considerations enforced on us as a result of the pandemic :

**Mission:** To promote the education, training and enjoyment of dance.

**Strategic Goal:** To grow our membership and be at the forefront of the dance sector, while achieving our charitable and financial goals: enhancing the quality of dance provision, bringing dance to the wider community, increasing and diversifying our sources of income.

## BRITISH BALLET ORGANIZATION LIMITED

### Report of the Trustees For the year ended 31 December 2020

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We will achieve this by implementing, subject to the caveats above, an ambitious 6-point plan:

**Revitalising and enhancing our core products.** We wish to offer the complete range of opportunities that would normally be expected from an organisation such as ours. We wish to continue the work already started in modernising, reviewing, and extending the range of our offerings. We will continue the development of our syllabi (currently on hold), Teaching Qualifications and look at introducing more dance orientated events, a vibrant and innovative CPD program, while also extending the range of courses provided.

**Focus on Financial goals.** In the course of 2020 this became a priority and remains so. There is a clear presumption that the organisation must continue to have a high regard for the charitable objectives. Nevertheless, the emphasis on financial results and the close monitoring of cash flow and reserves is an imperative.

**Service and Scale.** We wish to enhance the service and services we provide to our members. In addition, we wish to increase the scale (size and range) of our normal activities. It is also imperative that we build on earlier investment; to improve efficiency; to improve the levels of service provided to the membership; and increase the support we are able to provide.

**Develop an international and regional programme.** We wish to further develop a UK regional programme and a robust international model to strengthen our branch in "Australasia" and to create a strong base for future growth in and outside of the UK.

**Partnerships, collaborations and external expertise.** We will look to build on current and past contacts. We intend to increase the depth and diversity of our governing body (Trustees), and when necessary our senior management team. We will actively seek external Individuals/organisations to advise us and we will work to establish mutually beneficial partnerships and collaborations.

**Marketing.** We amended our marketing in reaction to the pandemic. The aim, however remains the same. Marketing of the organisation, for new and ongoing projects will continue to play a significant role if we are to grow. Following the successful rebranding of the organisation we wish to continue the reinvigoration and reinforcement of bbodance's place in the dance sector and generally boost awareness of the organisation among our target audience. This combined with the effective promotion of individual projects will serve to increase our profile while positively impacting on our market share and financial reserves.

# BRITISH BALLET ORGANIZATION LIMITED

## Report of the Trustees For the year ended 31 December 2020

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### *Plans for the future*

The effects of the Covid-19 have been referred to throughout this report. As an organisation we need to negotiate this situation as best we can knowing that having achieved this, our plan is to build on what has been achieved in previous years. Some of the successful initiatives of 2020 will be rolled out again. Otherwise, we will not be making any significant changes other than those we introduce in response to the pandemic.

### *Our activities*

To achieve the above, purpose and aims, the charity has powers to conduct examinations of its own syllabi (Classical Ballet, Musical Theatre, Contemporary, Tap, Jazz, and Modern Dance), educate students and teachers in high standards of practice and theory and to prescribe and arrange for the award of teaching qualifications.

The activities driven by the organisation promote the education, training and enjoyment of dance. As such the activities are offered to a broad range of people, with mixed abilities, in the local boroughs, throughout the United Kingdom and internationally.

In pursuit of the 6-point plan detailed above we have increased and developed as detailed below: -

<u>KEY AIMS</u>	<u>HIGHLIGHTS</u>
Revitalising and enhancing our core products.	<p>Progress as originally intended has been interrupted by the pandemic with it enforcing a halt to our plans for syllabi development. Nevertheless:</p> <ul style="list-style-type: none"><li>• We were successful on proactively approaching members and non members via conference calls.</li><li>• We moved Teaching Qualifications online and increased enrolments</li><li>• We had our best year for attendees at CPD events and also ran some webinars</li><li>• We launched some online courses</li></ul>

**BRITISH BALLET ORGANIZATION LIMITED**

**Report of the Trustees  
For the year ended 31 December 2020**

*Key Aims ( continued )*

<p>Revitalising and enhancing our core products to be continued</p>	<ul style="list-style-type: none"> <li>• We established a global challenge for students confined by the lockdowns</li> <li>• We launched digital exams</li> <li>• We coped proactively with cancelled examinations; alterations to the Scholars and CPD events; and the cancelation of our annual Dance Days</li> <li>• Australasia, were as well, successful in managing their events and examinations were relatively unaffected.</li> </ul>
<p>Focus on Financial goals</p>	<p>The emphasis was changed as a result of the pandemic with the focus being attracting external financial assistance and cutting costs.</p> <p>The aim was and is to ride out the pandemic and economic repercussions; minimize our losses with sensible and flexible approach.</p> <p>We commenced the ultimately successful application for finance under the Governments CBILs arrangements.</p>
<p>Service and Scale</p>	<p>As a result of the isolation and fear many teachers felt as a result of the pandemic, we considerably increased our communications with Members and non Members. As a result, the numbers of Registered Teachers continued to rise.</p> <p>We successfully utilized the internet to continue and enhance many of our services.</p> <p>As the number of members increased, we continued with the training of examiners.</p>
<p>Develop an international and regional programme.</p>	<p>The pandemic forced, to a lesser extent, in Australasia curtailment of activities and it is expected that the branch will produce a robust financial performance.</p> <p>The Director of Artistic Development has increased regular communication with the branch and is utilising the marketing established from the UK to help foster new members.</p>

**BRITISH BALLET ORGANIZATION LIMITED**

**Report of the Trustees  
For the year ended 31 December 2020**

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*Key Aims ( continued )*

<p>Develop an international and regional programme.</p>	<p>This marketing has increased our international membership considerably.</p> <p>The regional development in the UK was greatly curtailed by the pandemic but the Regional Reps meeting was held online and members had a lot of opportunities for access to the Director of Artistic Development.</p>
<p>Partnerships, collaborations and external expertise.</p>	<p>We commenced the year with the appointment of a new Vice President.</p> <p>The Director of Artistic Development formed a collaboration with a major dance school.</p> <p>We made a change of auditors.</p> <p>We worked hard with our Bank to obtain funds under the Government sponsored CBILs.</p>
<p>Marketing.</p>	<p>The investment we could make into marketing had to be curtailed.</p> <p>Nevertheless we had some notable successes on specific projects and were also able to extend our Marketing Reach.</p>

## **BRITISH BALLET ORGANIZATION LIMITED**

### **Report of the Trustees For the year ended 31 December 2020**

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#### **BBO Scholars Scheme**

2019/20 Scholars were forced to complete their classes on an online basis.

The Scholars' auditions for 2020/21 were held online and the Scholars Weekend scheduled for October was cancelled.

2020/21 Scholars commenced adapting to the pandemic with the intention of reverting to live classes if this becomes possible during the remainder of the course.

#### **Dance Days 2020 and 2021**

Both events had to be cancelled.

#### ***Financial review and results***

The results for the year ended 31 December 2020 for the group are shown in the Statement of Financial Activities contained within these accounts. Incoming resources from charitable activities and other trading activities of £694,001 (2019: £1,182,053) and grants, donations and interest of £151,077 (2019: £8,633) generated total income of £845,078 (2019: £1,190,686). Total operational expenditure was £998,264 including taxation paid by the trading subsidiary (2019: £1,419,197) resulting in a net deficit of £153,186 (2019: £233,534).

At 31 December 2020 the group's net assets stood at £3,698,442 (2019: £3,851,628). After taking into account funds tied up in fixed assets, free reserves at 31 December 2020 for the group were £263,570 (2019: £260,610). All funds in the current and prior year were unrestricted.

#### ***Public benefit***

The Trustees consider that the vast majority of the organisation's activities are directed towards fulfilling its charitable objectives. The fees for many activities are subsidised and we are particularly proud of our thriving and expanding Teacher training programme and our Scholarship scheme.

As a charity registered in England and Wales, the charitable company also acts in accordance with the Charity Commission for England and Wales' guidance on public benefit including the guidance 'Public Benefit: running a Charity (PB2)' and the Charities Act 2011.

## **BRITISH BALLET ORGANIZATION LIMITED**

### **Report of the Trustees**

**For the year ended 31 December 2020**

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#### ***Depreciation***

The annual figure of £154,146 shown in the accounts for depreciation (2019: £177,507) is not a current or future drain on cash but is the result of significant capital expenditure already incurred. This was for the purchase of Ensign House together with its fixtures, fittings and equipment. Such expenditure will be of benefit for many years and is therefore written off over a longer period than the year in which it was incurred.

#### ***BBO Dance Supplies Limited***

The Trustees fully appreciate the financial position of this company. It has traditionally been viewed as an integral part of the overall organisation. The primary purpose is to provide an additional legal identity to market sales of dance ware, syllabi, merchandise and other learning material.

#### ***Investment powers and Reserves policy***

The Trustees have the power to invest any funds not required for immediate use on deposit or invest as they see fit.

The reserves policy is to retain between 3 and 6 months costs and to build on this for the future which equate to approximately £300k to £600k. Presently free reserves of £263,570 (2019: £232,050) fall short of that target, however the Trustees are continuing to endeavour to take steps to ensure those free reserves are built up in the next few years. In the short term they are being depleted due to the Covid-19 pandemic. During the year the organisation applied for a loan under the government's Coronavirus Business Interruption Loan Scheme as one of a series of financial measures it is being forced to take. This was approved in November 2020 and the loan monies received post year end.

#### ***Structure, governance and management***

The charity is a company limited by guarantee and has no share capital. Each member has undertaken to contribute to the assets of the charity in the event of being wound up while she/he is a member, or within one year of ceasing to be a member, for payment of debts and liabilities of the charity contracted before ceasing to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors amongst themselves, such amount as may be required not exceeding £6 (£1 each).

## **BRITISH BALLET ORGANIZATION LIMITED**

### **Report of the Trustees**

**For the year ended 31 December 2020**

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#### *Structure, governance and management ( continued )*

The organisation's governing document is its Articles of Association which were reviewed and adopted by special resolution dated 6 July 2012.

At the end of 2020 there were 6 appointed Trustees. During the year the Trustees recorded their adherence to the organisation's Conflict of Interest Policy.

The day-to-day running of the charitable company is delegated to the role of the Chief Executive Officer (CEO), who works alongside the Executive Chairman.

The Executive Chairman and CEO are advised by the "Senior Management Committee" (SMC). The Trustees have approved the structure and Terms of Reference for the Senior Management Committee. The CEO and Executive Chairman, at the Trustees request, retain the sole decision making responsibility. The Trustees expect the Executive Chairman and CEO to take advice from colleagues who sit on the Senior Management Committee.

There are three other committees/boards:

- Strategy and Development Committee - Postponed
- Qualifications and Awards Approval Board – held online
- Quality Assurance Committee – held online

The members of the SMC have been made aware of the strategy for the year commencing 1 January 2021.

The identification and recruitment of Trustees is no longer a priority but the Trustees and CEO would endorse further expansion of Trustee numbers if suitable candidates emerged. The organisation's policy is to source new Trustees by personal referral from contacts made through the operation of the organisation, such as tenants, our solicitors and the Chamber of Commerce. New Trustees are interviewed, and if applicable introduced to the other Trustees. If they are considered suitable they are co-opted to attend the next Trustee meeting and subsequently appointed at the following meeting.

## **BRITISH BALLET ORGANIZATION LIMITED**

### **Report of the Trustees For the year ended 31 December 2020**

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#### ***Trustees***

There were six Trustees as the year drew to conclusion. There are 5 Trustee meetings scheduled each year. One of these is allocated as a more informal discussion with various members of the organisation.

New trustees are offered relevant training, if required, from professional advisers and maintain their competence by reading material produced by the Charity Commission and other publications as appropriate.

#### ***Executive Chairman, CEO and Senior Management***

The membership of the Senior Management Committee is as follows:

- Executive Chairman
- CEO (Chair)
- Director of Artistic Development
- Head of Teaching Qualifications
- Head of Operations
- Head of Finance
- Examinations and Syllabi Development Manager
- Regulatory and Quality Assurance Adviser

#### ***Staff***

At the year-end we were managing maternity leave/ furlough leave for one employee who is due to return to work in 2021.

The vast majority of the staff were on furlough for some points of the year.

#### ***Pay policy for senior staff***

The board of Trustees delegate the day to day running of the organisation to the Senior Management Committee. All Trustees give their time freely. Details of the Trustees expenses and related party transactions are disclosed in notes 9 and 22 to the accounts.

The pay of the senior staff is reviewed annually.

#### ***Outsourcing***

The ongoing arrangements for the organisation's IT and HR support, combined with external advice for Safeguarding and Health and Safety issues, continue along with several contracts for the maintenance of the premises.

#### ***Ofqual***

The organisation continues to be supported by an external adviser who acts as RO (Responsible Officer). Reports are presented in advance of all Trustee meetings. Statements of Compliance were submitted timely and a comprehensive review of the organisation's processes undertaken. Towards the end of the year there was a noticeable increase in Covid 19 related communications.

## **BRITISH BALLET ORGANIZATION LIMITED**

### **Report of the Trustees**

**For the year ended 31 December 2020**

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#### ***Espinosa Memorial Fund (EMF)***

The CEO continued to serve as a Trustee of the EMF and, as required by the BBO Trustees, kept the EMF informed of progress. The EMF appreciates the more detailed contribution that the CEO can bring to their own discussions.

A written submission was presented which resulted in the EMF agreeing to award bbodance its normal annual grant. In 2020 this was for the sum of £8,000 ( 2019: £7,500)

#### ***Overseas Branches***

The Trustees were delighted that branches hit the budgeted financial predictions. There were no other significant developments and the organisation continues to look to grow its membership in Australia and New Zealand.

#### ***Related parties and co-operation with other organisations***

None of our Trustees receive remuneration or other benefit from their work with the charity, except for that referred to above. The Executive Chairman worked for 1 day a week in the office on an unremunerated basis, prior to lockdown and was subsequently available online. Any contractual relationship with a related party must be disclosed to the full board of Trustees. Only one such related party transaction was reported. This was an arrangement with London Studio Centre (where bbodance's Executive Chairman acts as a Director) to fund a number of students to attend a Teaching qualifications course. The fees charged by bbodance were agreed at "arm's length prices" and are available to other organisations.

#### ***Risk management***

The Trustees require the CEO to maintain a Risk register for organisation. The risk assessment is reviewed annually and separate specific risk assessments are conducted for issues such as IT; events; Health and Safety. During 2020 a specific risk assessment exercise was undertaken in relation to the Covid 19 outbreak.

We wish the risk process to be considered as a continuing process rather than a once a year review. It is for this reason the SMC reviews the risk register periodically and updates are an agenda item at meetings of the Trustees.

## BRITISH BALLET ORGANIZATION LIMITED

### Report of the Trustees For the year ended 31 December 2020

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#### ***Impact of Covid-19 pandemic***

Reference to the Coronavirus pandemic feature strongly in this report. It has impacted on all areas of our activities and caused huge disruption and additional work. Throughout this period we believed we should follow Government guidelines.

The Board of Trustees guided by the CEO and the Senior Management Committee assessed, as far as possible, the considerable impact of the Covid-19 virus. It had considerable adverse effects on the economy and resulted in the cancellation of events, examinations and studio hire following the introduction of lockdowns in March 2020.

The organisation responded effectively to the risks identified as a result of the pandemic:

- It took measures to protect its staff, examiners, other contractors and all users of its premises.
- It detailed a specific risk assessment and action plans.
- It looked to take advantage of grants and Government schemes to help protect its liquidity in the case of a sustained decrease in income.
- Many of the staff were put on furlough and subsequently part time furlough.
- Initially all staff worked from home with a move to having a skeleton staff in the office on a daily basis, as the rules permitted.
- There were frequent communications with Members and Staff, for which we received much praise.
- A few staff left, as a result of natural wastage and at the end of fixed term contracts.
- Reorganisation allowed a further significant area of floor space to be released to generate future rental income.
- Offering online membership briefings, online Scholars classes, online Teaching Qualifications and digital examinations.
- Launched new initiatives for the benefit of all teachers and students.
- Collaborated with CDMT and other dance organisations to represent Dance Teachers interests to the UK Government.

The proactive attitude of the staff has been immense and resulted in the organisation attracting significant new members during 2020, increasing the Teaching Qualifications enrolment above budgeted figures for September 2020 and securing a significant 10 month hire of studio space commencing in October 2020.

#### ***Going Concern***

The operational review and resultant decisions continue as an ongoing process as the variables are myriad and so it is difficult to evaluate with any certainty the outcomes on the organisation's various activities. However, taking into account the UK Government's response, the organisations planning and the availability of a significant unencumbered asset on the balance sheet, the Board of Trustees have a reasonable expectation that the organisation will continue in operational existence for the foreseeable future. The financial statements have therefore been prepared on a going concern basis as set out in note 1c.

## BRITISH BALLET ORGANIZATION LIMITED

### Report of the Trustees For the year ended 31 December 2020

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The Directors and Members of the Board of Trustees who served during the year were:

Mr N H Espinosa (Chairman)  
Mr N Copeland  
Mr J Jones  
Ms K Rieveley  
Ms S Banham  
Ms A Walker

#### *Statement of Trustees' responsibilities*

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

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

- select suitable accounting policies then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have 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 charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**BRITISH BALLET ORGANIZATION LIMITED**

**Report of the Trustees  
For the year ended 31 December 2020**

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***Statement of disclosure to our auditors***

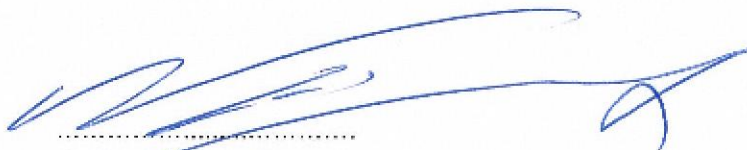
In so far as the Trustees are aware there is no relevant audit information of which the charitable company's auditor is unaware and the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

***Auditor***

Kreston Reeves LLP have indicated their willingness to continue in office. A resolution to reappoint Kreston Reeves LLP will be proposed at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Approved by the Board of Trustees on 24 Aug 2021 and signed on their behalf by:



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**Chairman of the Trustees**

Mr N H Espinosa

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
BRITISH BALLET ORGANIZATION LIMITED**

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**OPINION**

We have audited the financial statements of British Ballet Organization (the 'parent charitable company') and its subsidiaries ('the group') for the year ended 31 December 2020 which comprise of the Consolidated Statement of Financial Activities (including the Consolidated Income and Expenditure Account), the Consolidated and Charity Balance Sheet, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

**BASIS FOR OPINION**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**CONCLUSIONS RELATING TO GOING CONCERN**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt about the group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

**OTHER INFORMATION**

The other information comprises the information included in the report of the trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the report of the trustees. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
BRITISH BALLET ORGANIZATION LIMITED**

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**OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

**MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

**RESPONSIBILITIES OF THE TRUSTEES**

As explained more fully in the trustees' responsibilities statement set out on page 17, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board either intends to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

**AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH BALLET ORGANIZATION LIMITED

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Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. These specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the group and the sector it operates in, and through discussion with the directors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, Charities Act 2011 and the Statement of Recommended Practice for Charities 2019. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries to increase revenue or reduce expenditure, management bias in accounting estimates and judgemental areas of the financial statements such as the residual values and estimated useful lives of assets used to calculate depreciation and the assumptions used in support cost allocation. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations and fraud; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but, except to the extent otherwise explicitly stated in our report, not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
BRITISH BALLET ORGANIZATION LIMITED**

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- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**USE OF OUR REPORT**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**S Ediss BSc FCA (Senior Statutory Auditor)**  
**For and on behalf of Kreston Reeves LLP**  
Chartered Accountants  
Statutory Auditor

Horsham

**Date:** 2 September 2021

Kreston Reeves LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

**British Ballet Organization**  
**Consolidated Statement of Financial Activities**  
**(Including Consolidated income and expenditure account)**  
**For the year ended 31 December 2020**

	Note	2020 Total £	2019 Total £
<b>Income from:</b>			
Donations and Legacies	4	150,608	8,528
Charitable activities:			
Membership		72,795	80,950
Examinations		183,209	499,281
Educational programmes and events		302,316	397,625
Other trading activities	5	135,681	204,197
Investment income	6	469	105
Total income		<u>845,078</u>	<u>1,190,686</u>
<b>Expenditure on:</b>			
Charitable Activities:			
Membership		(80,023)	(74,094)
Examinations		(396,635)	(695,024)
Educational programmes and events		(519,844)	(635,627)
	7	<u>(996,502)</u>	<u>(1,404,745)</u>
Other trading activities		(1,762)	(14,452)
Total Expenditure	7	<u>(998,264)</u>	<u>(1,419,197)</u>
Net expenditure and net movement in funds	8	(153,186)	(228,511)
Tax on activities	10	-	(5,023)
<b>Net movement in funds</b>		<u>(153,186)</u>	<u>(233,534)</u>
<b>Reconciliation of funds:</b>			
Total funds brought forward	18	3,851,628	4,085,162
<b>Total funds carried forward</b>	18	<u>3,698,442</u>	<u>3,851,628</u>

At present the charity has no restricted funds.

The statement of financial activities contains all gains and losses recognised in the year.

All income and expenditure is derived from continuing activities.

British Ballet Organization  
Consolidated and Charity Balance Sheet  
As at 31 December 2020

	Note	Group		Charity	
		2020	2019	2020	2019
		£	£	£	£
<b>Fixed assets:</b>					
Tangible assets	11	3,434,872	3,589,018	3,434,872	3,589,018
Intangible assets		-	2,000	-	2,000
Investments	12	-	-	100	100
<b>Total fixed assets</b>		<b>3,434,872</b>	<b>3,591,018</b>	<b>3,434,972</b>	<b>3,591,118</b>
<b>Current assets:</b>					
Stock	13	3,771	3,771	-	-
Debtors	14	315,338	281,350	315,232	281,250
Cash at bank and in hand		251,081	317,861	249,376	317,292
<b>Total current assets</b>		<b>570,190</b>	<b>602,982</b>	<b>564,608</b>	<b>598,542</b>
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	15	(306,620)	(342,372)	(330,558)	(369,954)
<b>Net current assets</b>		<b>263,570</b>	<b>260,610</b>	<b>234,050</b>	<b>228,588</b>
<b>Total assets less current liabilities</b>		<b>3,698,442</b>	<b>3,851,628</b>	<b>3,669,022</b>	<b>3,819,706</b>
<b>Total net assets</b>		<b>3,698,442</b>	<b>3,851,628</b>	<b>3,669,022</b>	<b>3,819,706</b>
<b>The funds of the charity</b>					
Unrestricted income funds	18	3,698,442	3,851,628	3,669,022	3,819,706
<b>Total charity funds</b>		<b>3,698,442</b>	<b>3,851,628</b>	<b>3,669,022</b>	<b>3,819,706</b>

As permitted by S408 Companies Act 2006, the charity has not presented its own profit and loss and account and related notes as it prepares group accounts. The charity's loss for the year was £150,684 (2019: £239,212 loss).

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes at pages 26 to 38 form part of these financial statements.  
Approved by the trustees on 24/8/21 and signed on their behalf by:

Mr N H Espinosa  
Chairman

**British Ballet Organization**  
**Consolidated Statement Cash Flows**  
**For the year ended 31 December 2020**

	Note	Group		Charity	
		2020 £	2019 £	2020 £	2019 £
<b>Cash flows from operating activities</b>					
<b>Cash used in operating activities</b>	21	<u>(67,249)</u>	<u>(1,251)</u>	<u>(68,385)</u>	<u>(1,377)</u>
<b>Cash flows from investing activities</b>					
Interest income	6	469	105	469	105
Purchase of intangible fixed assets		-	(2,000)	-	(2,000)
<b>Cash provided by / (used in) investing activities</b>		<u>469</u>	<u>(1,895)</u>	<u>469</u>	<u>(1,895)</u>
Decrease in cash and cash equivalent in the year		(66,780)	(3,146)	(67,916)	(3,272)
Cash and cash equivalents at the beginning of the year		317,861	321,007	317,292	320,564
Cash and cash equivalents at the end of the year		<u>251,081</u>	<u>317,861</u>	<u>249,376</u>	<u>317,292</u>

**1 Accounting policies**

- a) The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**General information**

British Ballet Organization is a private company limited by guarantee (Companies House No. 01402656), incorporated in England and Wales and is a registered charity (Registered Charity No. 277177). It is governed by Memorandum and Articles of Association which was reviewed and adopted by special resolution dated 6 July 2012. The address of the registered office is 2nd Floor, Springfield House, Springfield Road, Horsham, West Sussex, RH12 2RG.

b) **Basis of preparation**

The financial statements have been prepared in accordance with 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) - (Charities SORP FRS 102), the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

British Ballet Organization 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 or note.

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 whole £.

c) **Going concern**

The Trustees consider that there are no material uncertainties about the charitable company and Group's ability to continue as a going concern. The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. The Trustees consider that given the large investment in assets of the HQ building, branding and also in syllabus development that the organisation has a strong foundation moving into 2021.

d) **Group financial statements**

The charity accounts include the accounts of the British Ballet Organization in the UK, and its branches, and the Group includes the results of the charity and its wholly owned subsidiary BBO Dance Supplies Limited which is exempt from audit, on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. A summary of the financial performance of the charity is included in note 3.

**1 Accounting policies (continued)**

**e) Income**

Income, including that relating to charitable activities of membership, examinations and educational programmes and events, is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for the provision of specified service is deferred until the criteria for income recognition are met.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**g) Interest receivable**

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

**1 Accounting policies (continued)**

**h) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity. At present the charity has no restricted or designated funds.

**i) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Expenditure on charitable activities includes the costs of delivering services, exhibitions and other educational activities undertaken to further the purposes of the charity and their associated support costs.

Expenditure on Raising Funds comprises the cost of sales within the trading subsidiary.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**j) Allocation of support costs**

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the organisation's artistic programmes and activities. These costs have been allocated to expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 7.

**k) Operating leases**

Rental charges are charged on a straight-line basis over the term of the lease.

**l) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. No depreciation was provided for land. The depreciation rates in use are as follows:

Fixtures & fittings	10 years straight line
Office equipment & furniture	5 years straight line
Plant & machinery	10 years straight line

**1 Accounting policies (continued)**

Leasehold property, including leasehold improvements, where the improvements are integral to the structure of the building is held at cost.

The property is held at cost and is not depreciated as the Trustees' have obtained an independent valuation which supports the residual value as being greater than cost. This will be reviewed for any possible indicators of decrease in value every year.

**m) Impairments of fixed assets**

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such indications exist, the charitable company estimates the recoverable amount of the asset.

**n) Stocks**

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

**o) Debtors**

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

**p) Cash at bank and in hand**

Cash at bank and cash 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.

**q) Creditors and provisions**

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

**r) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**s) Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense.

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

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 company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

### **t) Pensions**

The charity contributes to a defined contribution scheme with Now Pensions in respect of staff. Contributions are charged to the income and expenditure account when paid. The pension costs charged in the statement of financial activities represent the contributions payable by the charity during the year. Amounts payable at year-end are included in Other Creditors.

### **Critical accounting estimate and judgements**

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are: those used in the carrying value of the charity's own premises; the useful lives and residual values used in calculating the depreciation rates applied to the charity's tangible fixed assets; and the apportionment of support costs across the charitable activities.

These estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no other significant estimate and judgements that have a significant effect on the amounts in the financial statements.

## **2 Legal status of the organisation**

The charity is a company limited by guarantee and has no share capital. Each member has undertaken to contribute to the assets of the charity in the event of being wound up while she/he is a member, or within one year of ceasing to be a member, for payment of debts and liabilities of the charity contracted before ceasing to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors amongst themselves, such amount as may be required not exceeding £6 (£1 each).

### 3 Financial performance of the charity

The summary financial performance of the charity alone is:

	2020	2019
	£	£
Income	835,024	1,165,533
Gift aid from subsidiary company	10,801	-
	<u>845,825</u>	<u>1,165,533</u>
Expenditure on charitable activities	(996,509)	(1,404,745)
Net expenditure	<u>(150,684)</u>	<u>(239,212)</u>
Total funds brought forward	3,819,706	4,058,918
Total funds carried forward	<u>3,669,022</u>	<u>3,819,706</u>
Represented by:		
Unrestricted income funds	<u>3,669,022</u>	<u>3,819,706</u>
	<u>3,669,022</u>	<u>3,819,706</u>
	2020	2019
	£	£
UK income	654,780	939,120
Australasia income	<u>180,244</u>	<u>226,394</u>
	<u>835,024</u>	<u>1,165,514</u>

### 4 Income from donations and legacies

	2020	2019
	£	£
UK Government grants - CJRS	85,216	-
Australian Government grants	56,683	-
Gift and grants from trust	<u>8,709</u>	<u>8,528</u>
	<u>150,608</u>	<u>8,528</u>

No restrictions were placed on the charity's use of these funds.

UK Government grants related to the Coronavirus Job Retention Scheme (CJRS) where some staff were placed on furlough during the year.

The Australian branch received Australian Government grants related to JobKeeper Wage Subsidy, ATO Cash Flow Boost and New South Wales State Small Business Grants.

### 5 Income from other trading activities

	2020	2019
	£	£
Other trading income of the charity	125,628	179,044
Trading income of wholly owned subsidiary (Note 23)	<u>10,053</u>	<u>25,153</u>
	<u>135,681</u>	<u>204,197</u>

### 6 Income from investments

All of the group's investment income of £ 469 (2019: £ 105) arises from money held in interest bearing bank deposit accounts.

7 Analysis of expenditure on charitable activities

	Direct charitable activities			Total Charitable Activities	Governance and support costs		2020 Total	2019 Total
	Membership	Examinations and Syllabi	Educational Programmes and Events		Governance costs	Support costs		
	£	£	£		£	£		
Staff costs (Direct)	28,417	33,403	174,412	236,228	50,222	233,438	518,006	503,169
Contractors	-	-	-	-	-	9,430	9,430	38,400
Direct costs	1,897	116,326	29,877	147,899	-	-	147,899	389,796
Support costs	-	-	-	-	-	317,278	317,278	498,987
Governance costs	-	-	-	-	4,039	-	4,039	6,312
	30,078	149,728	204,289	384,095	54,261	560,146	998,502	1,404,745
<u>Allocation of</u>								
Support costs	45,520	225,030	287,583	558,146	-	(560,146)	-	-
Governance costs	4,425	21,877	27,909	54,261	(54,261)	-	-	-
Total charitable expenditure 2020	90,023	396,635	519,844	986,502	-	-	986,502	1,404,745

Expenditure on Raising Funds 2020

Other trading activities	1,762	74,452
<b>Total expenditure 2020</b>	<b>1,000,254</b>	<b>1,419,197</b>

The organisation initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the three key charitable activities undertaken.

Wherever possible costs are allocated directly to the related activities. When this is not possible the costs are allocated to support costs that are then allocated pro-rata to the direct costs that have been established.

7 Analysis of expenditure on charitable activities (continued)

Prior year comparatives for the year ended 31 December 2019

	Charitable activities			Total Charitable Activities	Governance and support costs		2019 Total	2018 Total
	Membership	Examinations and Syllabi	Educational Programmes and Events		Governance costs	Support costs		
	£	£	£		£	£		
Staff costs (Direct)	20,447	21,511	155,353	205,311	276,470	51,379	533,160	32,404
Contractors	-	14,432	14,432	28,864	10,536	-	39,400	379,714
Direct costs	4,459	272,727	112,500	389,786	-	-	389,786	415,214
Support costs	-	-	-	-	436,087	-	436,087	6,070
Governance costs	-	-	-	-	-	6,312	6,312	-
	32,805	308,670	282,385	623,961	723,093	57,691	1,404,745	840,552
<u>Allocation of Support costs</u>	30,124	357,710	327,249	723,093	(723,093)	-	-	-
Governance costs	3,054	28,644	25,399	57,691	-	(57,691)	-	-
<b>Total charitable expenditure 2019</b>	<b>74,084</b>	<b>695,024</b>	<b>635,827</b>	<b>1,404,745</b>	<b>-</b>	<b>-</b>	<b>1,404,745</b>	<b>840,552</b>
<b>Expenditure on Raising Funds 2019</b>								
Other trading activities							14,452	77,870
<b>Total expenditure 2019</b>							<b>1,419,197</b>	<b>918,422</b>

## 8 Net expenditure for the year

This is stated after charging:	2020	2019
	£	£
Operating lease rentals:		
Other equipment	3,842	4,135
Depreciation	154,146	177,507
Auditor's remuneration:		
Audit fees – UK	13,000	21,398
Audit fees – Australasia	4,613	5,569
Accounting and taxation services	1,750	1,750
Foreign exchange (Gains)/ losses	1,594	987

The Australasia audit fees were paid to the local auditors and not to the UK statutory auditor.

## 9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:	2020	2019
	£	£
Salaries and wages	483,728	476,527
Social security costs	31,305	41,174
Pension costs	14,283	15,459
	<u>529,316</u>	<u>533,160</u>

A number of self-employed staff are contracted on a part time basis to assist with our charitable activities. Total payments to such staff in 2020 were £37,940 (2019: £39,400).

There were no employees who received employee benefits of over £60,000 in the year (2019: none).

Key management personnel is defined as those persons having authority and responsibility for planning, directing and controlling the activities of the entity directly or indirectly. Employee benefits and remuneration, including employer national insurance, in respect of key management personnel during the year amounted to £48,792 (2019: £49,745). Key management comprise the Trustees and Mr R Bloor.

### Trustees remuneration and benefits

No trustees were paid during the year for their role as Trustees. They were not reimbursed expenses other than minor travel expenses during the year of nil (2019: £nil). No charity Trustee received payment for professional or other services supplied to the charity (2019: none)

### Staff numbers

The average number of employees (head count based on number of staff employed during the year) was 19 (2019: 19).

#### 10 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

11 Tangible fixed assets	Leasehold Property	Plant & Machinery	Office Equipment & Furniture	Fixtures & Fittings	Intangible asset	Total
<b>Group and Charity</b>						
	£	£	£	£	£	£
<b>Cost</b>						
At 1 January 2020	2,796,377	504,637	237,248	806,848	2,000	4,347,110
Disposals	-	-	-	-	(2,000)	(2,000)
At 31 December 2020	<u>2,796,377</u>	<u>504,637</u>	<u>237,248</u>	<u>806,848</u>	<u>-</u>	<u>4,345,110</u>
<b>Depreciation</b>						
At 1 January 2020	-	(210,048)	(213,820)	(332,224)	-	(756,092)
Charge for the year	-	(50,433)	(23,146)	(80,567)	-	(154,146)
At 31 December 2020	<u>-</u>	<u>(260,481)</u>	<u>(236,966)</u>	<u>(412,791)</u>	<u>-</u>	<u>(910,238)</u>
<b>Net book value</b>						
At 31 December 2020	<u>2,796,377</u>	<u>244,156</u>	<u>282</u>	<u>394,057</u>	<u>-</u>	<u>3,434,872</u>
At 31 December 2019	<u>2,796,377</u>	<u>294,589</u>	<u>23,428</u>	<u>474,624</u>	<u>2,000</u>	<u>3,591,018</u>

All of the above assets are used for charitable purposes.

#### 12 Investments

The Charity does not own any investment properties or investments in any form of financial instrument other than the £100 shareholding (2019: £100) in the wholly owned subsidiary BBO Dance Supplies Limited (see Note 23).

#### 13 Stock

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Merchandise, clothing and teaching materials	<u>3,771</u>	<u>3,771</u>	<u>-</u>	<u>-</u>

#### 14 Debtors

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Trade debtors	157,499	81,958	157,499	81,958
Other debtors	157,839	199,392	157,733	199,292
	<u>315,338</u>	<u>281,350</u>	<u>315,232</u>	<u>281,250</u>

Included in other debtors is £151,698 (2019: £188,854) due in respect of VAT under the CGS scheme. Of this, £119,698 (2019: £156,855) is due more than one year after the year-end.

15 Creditors: amounts falling due within one year

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Trade creditors	19,038	45,431	20,028	41,108
Corporation tax	9,038	5,270	9,038	-
Taxation and social security	22,719	26,474	22,719	26,474
Amounts due to related subsidiary	-	-	22,948	37,175
Other creditors	37,326	45,607	37,326	45,607
Accruals	23,979	36,098	23,979	36,098
Deferred income	16	194,520	183,492	194,520
	<u>306,620</u>	<u>342,372</u>	<u>330,558</u>	<u>369,954</u>

16 Deferred Income

	2020	2019
	£	£
Balance as at 1 January	183,492	181,491
Amount released to income in the year	(171,034)	(181,491)
Amount deferred in the year	182,062	183,492
Balance as at 31 December	<u>194,520</u>	<u>183,492</u>

Deferred Income comprises income received in advance of related costs that will fall in the following year, in particular payments for the teaching qualifications and membership/Scholar's income.

17 Financial Instruments

The carrying amount of the charity's financial instruments at 31 December were:

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
<b>Financial Assets</b>				
Debt instruments measured at amortised cost	161,786	89,053	161,786	89,053
<b>Amount carried forward</b>	<u>161,786</u>	<u>89,053</u>	<u>161,786</u>	<u>89,053</u>
<b>Financial liabilities</b>				
Debt instruments measured at amortised cost	80,343	127,136	81,333	122,813
<b>Amount carried forward</b>	<u>80,343</u>	<u>127,136</u>	<u>81,333</u>	<u>122,813</u>

18 Analysis of movement between funds

	At 1/1/20	Total income	Total expenditure	At 31/12/20
	£	£	£	£
Unrestricted funds Group	3,851,628	845,078	(998,264)	<u>3,698,442</u>
Unrestricted funds Charity	3,819,706	845,825	(996,509)	<u>3,669,022</u>

Analysis of movement between funds – previous year

	At 1/1/19	Total income	Total expenditure	At 31/12/19
	£	£	£	£
Unrestricted funds Group	4,085,162	1,190,886	(1,424,220)	<u>3,851,628</u>
Unrestricted funds Charity	4,058,918	1,165,533	(1,404,745)	<u>3,819,706</u>

## 19 Operating lease commitments

### Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Within one year	3,865	3,835	3,865	3,835
Between one and five years	5,752	9,624	5,752	9,624
In over five years	-	-	-	-
	<u>9,617</u>	<u>13,459</u>	<u>9,617</u>	<u>13,459</u>

At the reporting end date the total future minimum sublease payments expected to be received under non-cancellable subleases was £9,617 (2019: £13,459)

## 20 Contingent assets or liabilities

HMRC accepted the Charity's application for VAT relief under a Capital Goods Scheme in March 2017. This resulted in a material recovery of VAT already paid on the acquisition and fit out of the new Headquarters at Ensign House with £374,151 initially shown on the balance sheet as receivable from HMRC under this scheme. £134,944 was received from HMRC in January 2018 and £26,801 in November 2018, £22,551 in November 2019, £38,156 in November 2020 with the balance of £161,898 to be paid over the next six years. This amount can and will change as the use of the building changes.

## 21 Reconciliation of net movement in funds to net cash flow from operating activities

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Net movements in funds	(153,186)	(233,534)	(150,684)	(239,212)
Deduct interest income shown in investing activities	(469)	(105)	(469)	(105)
Add back tax charge	-	5,023	-	-
Add back depreciation charges	154,146	177,507	154,146	177,507
Add loss on disposals of fixed assets	2,000	-	2,000	-
(Increase) in stocks	-	(1,310)	-	-
(Increase) / decrease in debtors	(33,988)	12,664	(33,982)	12,663
(Decrease) / increase in creditors	(35,752)	38,504	(39,396)	47,770
Deduct tax paid	(5,023)	-	-	-
<b>Net cash provided by operating activities</b>	<u>(67,249)</u>	<u>(1,251)</u>	<u>(68,385)</u>	<u>(1,377)</u>

## 22 Related party transactions

Any contractual relationship with a related party must be disclosed to the full board of trustees.

There was an arrangement with London Studio Centre, where the organisation's Chairman acts as a Director, which funded nil (2019: 5) students to attend one of the Charity's Teaching Qualifications courses for fees of £nil (2019: £13,947). There was £nil (2019: £13,947) outstanding at the year-end.

During the year the charity received £nil (2019: £368) income from Yorke Dance Project Limited which is a charity where the organisation's Chairman acts as a Trustee.

During the year the charity received a grant of £8,000 (2019: £7,500) from the Espinosa Memorial Fund which is a charity where the organisation's CEO acts as a Trustee.

There were no donations from related parties outside the normal course of business and no restricted donations from related parties.

## 23 Trading Subsidiary

The 100% owned trading subsidiary BBO Dance Supplies Limited is incorporated in the United Kingdom (Company number 3907230) and pays all of its profits to the charity under the gift aid scheme. The address of the registered office is 6th Floor 25 Farringdon Street, London, EC4A 4AB. BBO Dance Supplies Limited is responsible for the sale of various teaching resources, clothing and other merchandise.

The summary financial performance of the subsidiary alone is:

	2020	2019
	£	£
Turnover	10,053	25,153
Cost of sales	(459)	(11,172)
Gross profit	<u>9,594</u>	<u>13,981</u>
Administrative expenses	(1,301)	(3,260)
Profit on ordinary activities before taxation	<u>8,293</u>	<u>10,701</u>
Tax on profit on ordinary activities	-	(5,023)
Profit for the financial year	<u>8,293</u>	<u>5,678</u>
Retained brought forward from prior year	31,922	26,244
Amount gift aided to the charity	(10,801)	-
Retained in subsidiary	<u>29,414</u>	<u>31,922</u>
The assets and liabilities of the subsidiary were:		
Current assets	29,514	41,615
Current liabilities	-	(9,593)
Total net assets	<u>29,514</u>	<u>32,022</u>
Aggregate share capital and reserves	<u>29,514</u>	<u>32,022</u>