

FOUNDATION FOR COMMUNITY DANCE

England & Wales · Charity number 328392

Details

Other names	DANCELINK LIMITED, THE COMMUNITY DANCE AND MIME FOUNDATION, PEOPLE DANCING
Status	Registered
Legal form	Charitable company
Company number	02415458
Registered	1989-10-31
Register	View on the Charity Commission register

Contact

Address	Lcb Depot 31 Rutland Street Leicester LE1 1RE
Phone	01162533453
Email	info@communitydance.org.uk
Website	www.communitydance.org.uk

Activities

Objects: TO ADVANCE PUBLIC EDUCATION IN THE ARTS OF DANCE AND OTHER RELATED ARTS.

Activities: THE UK DEVELOPMENT ORGANISATION FOR COMMUNITY AND PARTICIPATORY DANCE

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-09-30	£641,916	£650,471	£103,066	10
2023-09-30	£544,749	£650,838	£111,621	11
2022-09-30	£568,584	£547,734	£217,710	11
2021-09-30	£578,963	£492,523	£196,859	10
2020-09-30	£512,925	£463,069	£110,420	11

Trustees

Name	Role	Appointed
Carolyn McGrath		2018-12-19
Catherine Young		2020-05-04
Diane Hebb		2025-02-17
Fergus Early		2025-02-17
Gillie Kleiman		2019-01-22
Jane Chan		2025-02-17
Melanie Precious		2025-02-17
Sheena Mary Kelly		2025-02-17
Susannah Smith		2021-10-20

FOUNDATION FOR COMMUNITY DANCE

England & Wales - Charity number 328392

Accounts

FOUNDATION FOR COMMUNITY DANCE
(Limited By Guarantee)
Trading as People Dancing

Company Number: 2415458
Registered Charity Number: 328392

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE PERIOD ENDED
30 SEPTEMBER 2024

FOUNDATION FOR COMMUNITY DANCE

COMPANY INFORMATION

AT 30 SEPTEMBER 2024

Incorporated:	in England on 22 August 1989
Company Number:	2415458
Registered Charity Number:	328392
Board:	Anand Bhatt BEM [resigned 26 April 2025] Dr Gillie Kleiman Carolyn McGrath (Co-Vice Chair) Louise Marshall Dr Sue Smith (Chair) Dylan Quinn (Co-Vice Chair [resigned 26 April 2025]) Iona Waite Catherine Young
Company Secretary:	Chris Stenton (Chief Executive)
Registered Office:	LCB Depot 31 Rutland Street Leicester LE1 1RE
Bankers:	Bank of Scotland The Mound Edinburgh EH1 1YZ Co-operative Bank 77-79 Market Place Leicester LE1 5EN
Independent Auditors:	PWH Accountancy Limited The Counting House High Street Lutterworth Leicestershire LE17 4AY

**FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2024**

1. The Board

Anand Bhatt BEM [resigned 26 April 2025]
Jane Chan (appointed 26 April 2025)
Fergus Early (appointed 26 April 2025)
Paul Kaynes (Co-Vice Chair) [resigned 9 March 2024]
Dr Gillie Kleiman
Diane Hebb (appointed 26 April 2025)
Sheena Kelly (appointed 26 April 2025)
Carolyn McGrath (Co-Vice Chair)
Louise Marshall
Melanie Precious (appointed 26 April 2025)
Dr Ruth Pethybridge [resigned 31 July 2024]
Dylan Quinn (Co-Vice Chair) [resigned 26 April 2025]
Dr Sue Smith (Chair)
Iona Waite
Catherine Young

2. Principal Activities

The Company is a Registered Charity and its principal object, as detailed in the Articles of Association, continued to be the public advancement of education in dance and other related arts. The Charity meets its principal objective, and duty under section 4 of the Charities Act 2011, through a programme of open-access and public-facing programmes that increase inclusion and participation in dance by everyone; and by supporting, through information and knowledge exchange, the people and organisations that deliver local dance activities to ensure their public provision is safe and of high quality.

3. Responsibilities of the Board

Company law requires the members of the Board to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Company. In preparing those financial statements the Board is required to select suitable accounting policies and apply them consistently, make judgments and estimates that are reasonable and prudent, ensure that applicable accounting standards have been followed and prepare the financial statements on the going concern basis unless it is appropriate to presume that the Company will not continue in operation. The Board is satisfied that it has adequate resources to continue in operation for the foreseeable future. The Board has taken reasonable steps to:

- Ensure that funds granted by funding bodies are used only for the purposes for which they have been given and in accordance with any funding agreements and any other conditions prescribed
- Ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources
- Safeguard the assets of the company and prevent and detect fraud
- Secure the economical, efficient, and effective management of the company's resources and expenditure.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2024
[continued]

4. Internal Financial Control

The key elements of the company's financial control include the following:

- Regular examination and scrutiny of budgets through Executive Team (senior posts) meetings and with budget holders
- Medium-term and annual planning, inc. income, expenditure and cash flow budgets
- Regular reviews of planning milestones and risk management, including quarterly reviews of financial results with variance reporting and forecast outturns, through the Finance and Governance Committee and the Board
- The adoption of the recommendations in Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) [2015]

Legal Structure: The Foundation for Community Dance is a company limited by guarantee and a registered charity. There are currently eleven members who guarantee £10 each. The Directors and Trustees, all of whom are members, can be found listed on page one.

5. Structure, Governance and Management

The Board holds quarterly meetings, together with development sessions and away-days as appropriate. The Finance and Governance Committee of the board has a specific brief to oversee financial, personnel and other operational matters. This Committee meets at least four times each year and reports directly to the Board, including the recommendation of approval of management accounts and statutory accounts. Other time-limited working groups are established according to need with a brief to support or advise on aspects of the organisation's program and to which, in addition to board members, people external to the Board may be invited to join. The Board, its committees and working groups are all subject to agreed Terms of Reference.

Primary responsibility for the company is vested in the Board. Day-to-day management functions are delegated to the Chief Executive and Executive Team. The Board agrees policy, development strategies and plans, overarching programmes and budgets. The Board develop these with the Executive Team and reviews the implementation and effectiveness of these decisions.

The Board delegates day-to-day financial management and control to the Chief Executive (CEO) and Executive Team, and they implement systems together with reporting and planning mechanisms set by the Board (see 4, above). Management accounts are produced monthly, on an actual/forecast basis, and formally reported to the Board quarterly following detailed scrutiny by the Finance & Governance Committee. Bank reconciliations are carried out weekly. All outgoing payments are subject to a two-stage approval process, and when cheques are issued two signatures are required.

The Board leads the recruitment and selection of the CEO; supports the CEO in the recruitment and selection of the Executive Team; and agrees the establishment of new permanent posts or of material changes made to existing permanent posts. The Executive Team are responsible for recruitment of all other existing permanent posts, and of fixed-term project staff where the cost is included within approved project budgets. The Board review remuneration arrangements annually as part of the annual, and longer-term, budget setting process.

The Board undertakes team and skills development. New members receive an induction and written guidance e.g. Terms of Reference for Board Members and Committees, and materials from the Charity Commission and Companies House. Where specific needs are identified, training support is provided. The Board regularly undertakes a skills, knowledge and experience audit.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2024
[continued]

Appointments to the Board: The Board reviews recruitment and retention annually. The Chair and Vice Chair(s) are nominated and appointed by the Board from within their own number. Where vacancies arise or are anticipated, the Board appoints a task group to consider proposals from existing Board members and the Executive Team, and considers what external recruitment should be undertaken, and the appropriate process for this. Appointments are made for a term of up to six years.

Reserves Policy: The Board forecasts that levels of unrestricted reserves held in the general fund are sufficient in the short-term but and that an available reserve of at least £90,000 is appropriate at the current time. The company achieved this by September 2023 through annual business plan targets and budgeting for an annual operating surplus in the general fund. The Finance & Governance Committee review the Reserves Policy from time to time and make recommendations to the Board.

At the 2023/24 period end, in addition to Restricted funds of £13,323, there was a surplus in total unrestricted funds of £89,743 including Capital and Premises Designated Reserve of £2,189. No funds are in deficit. The total of funds held is £103,066.

Risk Management: The Board reviewed and assessed major financial and operational risks, including legislative, structural, and environmental changes to which the charity might be exposed, the ongoing disruption and potential risk remaining from the Covid-19 pandemic, and the cost-of-living crisis. They are satisfied that systems and procedures are in place, both to limit exposure to these risks and, where exposure could exist, be able to manage this in a safe, informed, and responsible manner. An open and receptive approach to solving risk problems is adopted by the Board and Executive Team. A rolling Development Plan is updated regularly and sets out strategic objectives, against which the Board reviews progress and risk quarterly.

Financial Results: These accounts report on 12 months from 1 October 2023 to 30 September 2024. Comparative figures shown in these accounts are for the 12-month period 1 October 2022 – 30 September 2023. Our income for the period was £641,916 (2023: £544,749) and expenditure of £650,471 (2023: £650,838). The financial turnover of the organisation is subject to annual fluctuations and transfers to/from restricted reserves, which reflect programmes, activities and fundraising in any given year.

We ended the year 2024 with an operating deficit of £51,555 on unrestricted funds, contained within planned use of the unrestricted funds balance. An analysis of reserves is shown in Note 10 to the accounts. A breakdown of expenditure is given in Note 5. Cash flow remained comfortable throughout the year, and there were no exceptional circumstances that affected the final outturn for 2024.

Funds available: The Board is optimistic about the financial security of the Company, considers its financial position to be satisfactory and believes that present levels of funding are adequate to support its principal charitable objects. National Portfolio Funding (NPO) from Arts Council England for the period April 2022 to March 2026 has been secured, with unrestricted funds offered of £193,593 per annum for this period, a total of £427,440. It is likely that this funding will be extended to March 2027, in common with other NPOs. A grant funding received from the National Lottery Community Fund continued to support the organisation's health and wellbeing work, until July 2024.

**FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2024
[continued]**

6. Review of the Year's Activities

The Foundation for Community Dance (trading as People Dancing) has a **vision** of a world where dance makes a positive difference. Its **mission** is to make engagement with dance important and relevant to individuals, communities and society.

The organisation's work helps to provide leadership for and within community and participatory dance in England, the UK and beyond. Development activities undertaken and services provided in the year focused on driving up quality through excellent and inclusive dance practices, increasing diversity through reaching new audiences and participants, and striving for increased sustainability of the organisation. Work is underpinned by **values** defining how we work:

- **Excellence** in participation and progression in dance for all
- **Inclusion** is at the heart of what we do and why we do it
- **Collaborative** actions give greater strength and voice to all involved
- **Openness** in our working practices.

The Board-approved Development Plan is reviewed regularly, which sets out the three Strategic Aims that form the basis for delivering activities and services and undertaking fundraising and organisational development.

> Take a strategic overview and have UK-wide and international reach, acting as a driving force in developing excellence, nurturing talent and strengthening resilience, and ensuring provision and practice is networked and fit for purpose:

The arts sector and beneficiaries of the charity continued to experience disruption in 2022/23, including economic impact stemming from the Pandemic, the cost-of-living crisis and reductions in local authority arts spending. Supporting our beneficiaries remained a focus of our work.

The organisation continued to deliver its in-person and online training programme, information, and membership services to support dancers, teaching artists and practitioners working in and with communities. 1,665 people participated in our programme of online and in-person events, courses, networks and learning opportunities. Our publishing, films, website and blogs reached a further audience - including members and the general public - of 181,000. Pioneering online programmes continued to enable people to learn at their own pace helped to improve accessibility and affordability through digital technologies. Targeted publications continued to promote excellence in community dance by culturally diverse dance artists, promoting inclusion, diversity and quality in community dance. Extensive international connections provided broader context and opportunities for critical debate.

We continued to provide membership services to enable dance artists and practitioners to work safely with the public, including a safeguarding and Disclosure and Barring Service in England and safeguarding guidance for practitioners. The organisation continued to offer flexibility around membership renewals, and operated generously with the provision of information, guidance, and signposts to sources of support.

**FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2024
[continued]**

Work continued to establish Participatory Arts Qualifications (PAQ) as an Awarding Organisation, to offer qualifications for dance artists and leaders. The Boards of PAQ and Foundation for Community Dance agreed that these would be offered by Foundation for Community Dance from 1 October 2023.

> Develop and sustain strategic alliances and partnerships to create new opportunities for individuals and communities to participate:

Networks – the Early Years Dance Network (EYDN), supported and engaged artists and practitioners working in dance with young children and their families/carers. The Inclusion in Dance Network continued to provide a national focus for artists and organisations committed to inclusive practice and better serving disabled people as participants and audience members. The Live Well and Dance with Parkinson's Network continues to develop, as did the REACH! network, aimed at Global Majority dance artists. Newsletters were regularly distributed across the networks.

Advocacy and representation – as an active Strategic Alliance Member of the Culture, Health and Wellbeing Alliance and member of the UK Dance Network, profiling the work and benefits of community and participatory dance across our communications platforms and publications. Staff presented at several conferences in the UK and internationally.

Continued leadership of Live Well & Dance with Parkinson's – this National Lottery Community Fund funded programme is built around six local delivery partnerships and national strategic partnerships, with the aim of increasing provision, improving quality, and identifying a diversity of approaches to developing this work and conditions of success required to scale up.

Partners for change - we worked collaboratively with a diverse range of organisations in dance, the arts and education to effect positive change and help achieve greater equality, equity and inclusion in access to dance opportunities. Of particular note is our collaboration with The Working Group – Stopgap Dance Company, Candoco Dance Company, Corali Dance Company, TIN Arts and People Dancing – who are working together to help improve access and remove barriers for disabled people in dance. On behalf of the Working group, we managed and led a research project to inform this work, culminating in the publishing of Barriers to Employment and progression in dance for Disabled People (June 2025). This work was supported by development funding from Arts Council England.

> Build organisational capacity, resources and resilience, including digital knowledge and innovation, through the critical contribution of staff whilst remaining true to Vision, Mission and Values:

The organisation remained a National Portfolio Organisation (NPO) of Arts Council England, with a three-year funding agreement from to March 2026 that provides £193,593 of unrestricted funding annually. This funding enables the organisation to deliver agreed work, supports plans for additional fundraising and organisational development activities that contribute to ongoing organisational stability and sustainability.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2024
[continued]

The Board and the Finance and Governance Committee each met four times during the year. The Board of Trustees adopted new Articles of Association at the Annual General Meeting held on 8 November 2023. At this meeting Trustees also confirmed Dr Sue Smith as Chair of the Board of Trustees, and Carolyn McGrath (Lappin), Paul Kaynes and Dylan Quinn as Vice-Chairs and members of the Finance & Governance Committee. We offered our thanks to Ruth Pethybridge and Paul Kaynes, who stepped down from the board during the year.

Policies and procedures were reviewed as needed by the Board in the year and updated where required. Robust reporting to the Board and funders about risk identification and mitigation was implemented in the year. Progress against the business plan was monitored with regular updates provided for the Board. Risk Register is maintained and updated regularly, including processes to identify and mitigate against short-term risks and disruption associated with external factors beyond the organisation's immediate control. No other material or longer-term increases in current or future risk were identified during the year.

A staffing restructure implemented from April 2024 to ensure the organisation's leadership and delivery teams have appropriate capacity and can meet future needs, within the financial resources available to the organisation. The Executive Team is led by the Chief Executive (CEO) and in 2023/24 included the posts of Head of Inclusion, Head of Professional Development, and Head of Health & Wellbeing/Deputy CEO. Together they provide effective artistic and organisational leadership, enabling the organisation to better meet ambitions for diversity within activities and services. The capacity and oversight provided by the Executive Team has positively supported growth and development priorities. Professional development and training opportunities are offered to and taken up by all staff within the organisation.

Continued self-evaluation reassured us that our activities remained of high quality, that we understand user needs, and that provision meets need. Data provided a range of intelligence and statistical information to aid planning and to help ensure relevance. We remain committed to reducing our carbon footprint and environmental impact in office-based and programme activities.

The organisation's Equality Action Plan is reviewed regularly by the Board to reflect current contexts, organisational ambitions, evaluation and data collection. The organisation's ethos and work are rooted in an understanding of equality based on diverse cultures and communities within a modern British context and their engagement with dance. Alongside this the organisation works with knowledge of legislative frameworks as they relate to equality issues and protected characteristics.

Income received by the organisation included: £207,972 from earned from membership, services and training programmes (2023: £200,675), £193,593 from unrestricted grants (2023: £193,592) and £214,476 from restricted grants (2023: £99,177).

Looking to the future, the organisation's ongoing approach to development planning and partnerships, and delivery of activity will guide the organisation forward and enable effective progression of its charitable objectives of public advancement in the art of dance.

By Order of The Board
C Stenton, Company Secretary

25 July 2025

FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

STATEMENT OF THE BOARD'S RESPONSIBILITIES

Company law requires the Board to prepare financial statements for each financial year and to be satisfied that the financial statements give a true and fair view. Under that law the Board have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board is responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

Directors:

Carolyn McGrath (Vice Chair/Chair of Finance & Governance Committee), 25 July 2025

Sue Smith, (Chair), 25 July 2025

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF THE FOUNDATION FOR COMMUNITY DANCE LIMITED

We have audited the financial statements of The Foundation for Community Dance Limited for the year 30 September 2024 which comprise the Statement of Financial Position, the Statement of Income and Expenditure, Statement of Changes in Equity and the related notes.

Significant accounting policies

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and FRS 102 which is the Financial Reporting Standard applicable to United Kingdom and Republic of Ireland.

Information and judgements

Information and judgements that the Foundation has applied in preparing these accounts are based on the carrying amounts of all income, expenses, assets and liabilities as at the end of the financial year subject to any adjustments mentioned in the accounts and in the notes and disclosures to the accounts

Estimation Techniques

There were no assumptions made concerning the future or estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Apart from this, there is nothing to report under FRS 102 section 8.7.

This report is made solely to the Foundation'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 Foundation'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 Foundation and the Foundation's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement set out on page 9, 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.

Our responsibility is to audit and express opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). These standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm

Continued....

**REPORT OF THE INDEPENDENT AUDITOR
TO THE MEMBERS OF THE FOUNDATION FOR COMMUNITY DANCE LIMITED**

Continued...

Opinion

In our opinion the financial statements

- give a true and fair view of the state of the Foundation's affairs as at 30 September 2024 and of its income and expenditure for the year ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and in particular in accordance with FRS 102 and also in accordance with the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2016

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the accounts

Matters on which we are required to report by exception

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

- proper books of account have not been kept by the Foundation in accordance with the requirements of the legislation; or
- the 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 obtained all the information and explanations necessary for the purpose of our audit.

Roger A Platt FCA
Senior Statutory Auditor
For and on behalf of
PWH Accountancy Ltd
Statutory Auditors
The Counting House
High Street
Lutterworth
Leicestershire LE17 4AY

25 July 2025

**FOUNDATION FOR COMMUNITY
DANCE (LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL
ACTIVITIES
YEAR ENDED 30 SEPTEMBER
2024**

		2024	2024	2024	2023
		Restricted	Unrestricted	Total	Total
Arts Council England: NPO grant	5	-	193,593	193,593	193,592
Arts Council Wales	5	45,000	-	45,000	0
National Lottery Community Fund	5	59,902	-	94,877	94,877
Heart of England Community fund grant	5	58,687	-	0	0
Quartet Community Fund	5	3,000	-	3,000	0
Warwick District Council	5	-	-	0	1,800
Parkinson's UK	5	47,877	-	2,500	2,500
		214,476	193,593	292,769	292,769
Earned income from charitable activities		-	207,972	207,972	200,675
Donations		-	-289	-289	1,968
Management transfers		-	26,164	26,164	49,337
		-	233,847	251,980	251,980
Total		214,476	427,440	641,916	544,749
Resources expended					
Charitable activities	5	154,861	93,702	248,563	307,211
Staff costs	5	16,615	285,880	302,495	277,521
Overheads and administration	5	-	42,605	42,605	43,211
Governance and Board costs	5	-	3,256	3,256	6,672
Capital depreciation	5	-	4,026	4,026	4,239
Bad debts and accounting adjustments	5	-	39,743	39,743	(5,596)
Marketing, communication & access	5	-	7,577	7,577	3,360
Organisational development	5	-	2,206	2,206	14,220
Total		171,476	478,995	650,471	650,838
Surplus (deficit) for the period		43,000	(51,555)	(8,555)	(106,089)

FOUNDATION FOR COMMUNITY DANCE
(Limited By Guarantee)
STATEMENT OF FINANCIAL
POSITION
YEAR ENDED 30 SEPTEMBER 2024

		2024		2023	
	Note	£	£	£	£
ASSETS					
Cash, cash equivalents and liquid assets:					
Bank current accounts		51,714		35,731	
Cash in hand		<u>764</u>	52,478	<u>24</u>	35,755
Total cash, cash equivalents and liquid assets					
	6		4,229		8,255
Tangible fixed assets					
Fixtures, fittings and equipment					
Receivables					
Grant debtors	7	47,524		47,524	
Other receivables	7	<u>15,028</u>	62,552	<u>41,292</u>	88,816
Prepayments and accrued income					
Prepayments and other debtors	7	3,921		3,921	
Taxation and social security	7	<u>-</u>	3,921	<u>1,934</u>	5,855
Total Assets			<u>123,180</u>		<u>138,681</u>
LIABILITIES					
Payables					
Trade creditors		15,383		22,659	
Taxation and social security		2,211		801	
Accruals		<u>2,520</u>		<u>3,600</u>	
			20,114		27,060
Retained earnings					
Unrestricted funds	10	89,743		98,298	
Restricted funds	10	<u>13,323</u>	103,066	<u>13,323</u>	111,621
Total Liabilities			<u>123,180</u>		<u>138,681</u>

The accounts have been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

These financial statements were approved and authorised for issue by the Board on 25/07/2025.

.....
Carolyn McGrath,
25/7/2025

Board Members

.....
Sue Smith 25/7/25

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 SEPTEMBER 2024

1 **Company Status**

The company is limited by guarantee and has no share capital. The liability of each member is limited to £10.

2 **Accounting Policies**

a Basis of Accounting

The financial statements have been prepared under the historic cost accounting rules in accordance with FRS 102, and the Companies Act 2006 and follow the recommendations in Accounting and Reporting by Charities - Statement of Recommended Practice [2015]. Applicable accounting standards have been followed.

b Tangible Fixed Assets

Depreciation has been provided by the company to write off the cost or valuation less the estimated residual value of tangible fixed assets by equal instalments over their useful economic lives, as follows: -

Computer and office equipment - three years

c Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements. 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 the financial statements.

c Incoming Resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified, and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 SEPTEMBER 2024

2 Accounting Policies (continued)

d Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of the resources. Premises overheads have been allocated on a floor area basis and other overheads have been allocated on the basis of the head count.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Management and administration costs are those incurred in connection with the administration of the charity and compliance with constitutional and statutory requirements

3 Corporation Tax

The company is a Registered Charity and, as such, is exempt from corporation tax. Accordingly, no provision has been made for corporation tax.

4 Surplus on Ordinary Activities	2024	2023
is stated after charging: -	£	£
Trustees' remuneration	-	-
Directors' remuneration	-	-
Auditors' remuneration	3,000	3,000
Depreciation	4,026	4,239
Rents payable under operating leases	14,019	7,825
=====	=====	=====

THE FOUNDATION FOR COMMUNITY DANCE
(Limited by Guarantee)
NOTES TO THE FINANCIAL STATEMENTS
(Continued)
YEAR ENDED 30 SEPTEMBER 2024

5 Resources expended

	Restricted £	Unrestricted £	Total 2024 £	2023 £
<u>Incoming resources</u>				
Grant donated income				
Arts Council England: NPO grant	-	193,593	193,593	193,592
Arts Council England: Project funding	45,000		45,000	-
Quartet Community Fund	3,000	-	3,000	-
Heart of England Community Fund Grant	58,687	-	58,687	-
National Lottery Community Fund	59,902	-	59,902	94,877
Warwick District Council Grant	-	-	-	1,800
Leicester City Council	-	-	-	-
Parkinson's UK	47,887	-	47,887	2,500
	<u>99,177</u>	<u>193,592</u>	<u>408,069</u>	<u>292,769</u>
Earned income from charitable activities		207,972	207,972	200,675
Donations	-	-289	-289	1,968
Management transfers	-	26,164	26,164	49,337
TOTAL	<u>214,476</u>	<u>427,440</u>	<u>641,916</u>	<u>544,749</u>

Resources expended

Charitable activities				
Safeguarding and civil liability insurances	-	59,502	59,502	68,522
Short courses & training programmes	-	22,586	22,586	22,768
Animated magazine	-	4,470	4,470	5,724
Artwork Alliance	-	-	-	-
Living Well with Parkinsons	154,861	-	154,861	199,456
Sense Programme	-	-	-	4,850
11 Million Reasons to Dance	-	-	-	450
Online learning	-	7,144	7,144	-
Early Years Dance	-	-	-	5,441
	<u>154,861</u>	<u>93,702</u>	<u>248,563</u>	<u>169,244</u>
Staff costs				
Core salaries	-	295,181	295,181	303,668
Staff travel expenses	-	-	-	2,571
Pension contributions	-	7,314	7,314	7,293
	<u>-</u>	<u>302,495</u>	<u>302,495</u>	<u>313,532</u>
Overheads & administration				
Premises costs (rent, rates, heat & light)	-	18,827	18,827	17,442
Other staff costs	-	2,574	2,574	5,745
Banking and payment processing charges	-	6,617	6,617	6,781
Printing, postage & stationery	-	11,174	11,174	10,220
Other office running costs	-	-	-	(38)
Professional fees	-	413	413	61
Auditors' remuneration	-	3,000	3,000	3,000
	<u>-</u>	<u>42,605</u>	<u>42,605</u>	<u>43,211</u>

Resources expended c/fwd

<u>154,861</u>	<u>438,802</u>	<u>593,663</u>	<u>627,943</u>
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THE FOUNDATION FOR COMMUNITY DANCE
(Limited by Guarantee)
NOTES TO THE FINANCIAL STATEMENTS
(Continued)
YEAR ENDED 30 SEPTEMBER 2024

5 Resources expended (continued)

	Restricted £	Unrestricted £	Total 2024 £	2023 £
<u>Resources expended b/fwd</u>	154,861	438,802	593,763	627,943
Governance & Board costs				
Travel expenses paid to Trustees	-	1,458	1,458	2,006
Other Board costs	-	1,799	1,799	4,666
	-	3,256	3,256	6,672
Capital depreciation	-	4,026	4,026	4,239
Bad debts and other write-offs	-	39,743	39,743	(3,273)
Marketing, communications & access				
Design, print & distribution	-	4,332	4,332	3,810
Access costs	-	3,245	3,245	-
	-	7,577	7,577	3,810
Organisational development				
Staff training & development costs	-	2,206	2,206	14,220
	-	2,206	2,206	14,220
Total resources expended	154,861	445,038	650,471	653,611

No member of staff received emoluments in excess of £60,000 (2023 £60,000).

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2024

6 Tangible Fixed Assets

**Equipment
£**

Cost

As at 1 October 2023
Additions during the year

81,962
-

As at 30 September 2024

81,962
=====

Accumulated Depreciation

As at 1 October 2023
Charge for the year

73,707
4,026

As at 30 September 2024

77,733
=====

Net Book Value

As at 30 September 2023

8,785
=====

As at 30 September 2024

4,299
=====

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2024

7	Debtors	2024	2023
		£	£
	Receivables and grant debtors	62,552	88,816
	Prepayments	1,773	1,773
	VAT	-	1,934
	Tenancy deposit	2,148	2,148
		<u>66,473</u>	<u>94,671</u>
		=====	=====

8 Holiday pay accruals

The company's holiday period runs from 1st October to 30th September. The holiday pay accrual is zero.

9 Lease Commitments

Annual commitments under non-cancellable operating leases are as follows: -

	2024	2023
	£	£
Operating leases which expire within one year		
land and buildings	2,022	2,022
	<u>=====</u>	<u>=====</u>

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2024

10 Statement of Funds

	B/Fwd	Incoming	Outgoing	Transfer	C/Fwd
Unrestricted funds	96,544	427,440	478,995	43,000	87,989
Designated funds (Capital and premises)	1,754	-	-	-	1,754
Total unrestricted funds	98,298	427,440	478,995	43,000	89,743
Restricted funds					
Live Well and Dance for Parkinson's Partnership	13,323	-	-		13,323
Other restricted funds	-	214,476	171,476	(43,000)	-
Total restricted funds	13,323	214,476	171,476	43,000)	13,323
	111,621	641,916	650,471	-	103,066

11 Trustees' Expenses

Included within personnel Resources Expended as detailed in note 5 is an amount of £1,458 (2023 £2,006) relating to travel and other expenses incurred by the trustees which have been reimbursed by the company.

12 Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	Total
	£	£	£
Tangible fixed assets	4,229	-	4,229
Current assets	107,952	11,000	118,952
Current liabilities	(20,114)	-	(20,114)
	=====	=====	=====
Net Assets at 30 September 2024	92,067	11,000	103,067
	=====	=====	=====

Accounts

FOUNDATION FOR COMMUNITY DANCE
(Limited By Guarantee)
Trading as People Dancing

Company Number: 2415458
Registered Charity Number: 328392

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE PERIOD ENDED
30 SEPTEMBER 2023

FOUNDATION FOR COMMUNITY DANCE

COMPANY INFORMATION

AT 30 SEPTEMBER 2023

Incorporated:	in England on 22 August 1989
Company Number:	2415458
Registered Charity Number:	328392
Board:	Anand Bhatt BEM Paul Kaynes [resigned 9 March 2024] Dr Gillie Kleiman Carolyn McGrath (Co-Vice Chair) Louise Marshall Dr Ruth Pethybridge [resigned 31 July 2024] Dr Sue Smith (Chair) Dylan Quinn (Co-Vice Chair) Iona Waite Catherine Young
Company Secretary:	Chris Stenton (Chief Executive)
Registered Office:	LCB Depot 31 Rutland Street Leicester LE1 1RE
Bankers:	Bank of Scotland The Mound Edinburgh EH1 1YZ Co-operative Bank 77-79 Market Place Leicester LE1 5EN
Independent Auditors:	PWH Accountancy Limited The Counting House High Street Lutterworth Leicestershire LE17 4AY

**FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

1. The Board

Anand Bhatt BEM
Paul Kaynes (Co-Vice Chair)
Dr Gillie Kleiman
Carolyn McGrath (Co-Vice Chair)
Louise Marshall
Dr Ruth Pethybridge
Dylan Quinn (Co-Vice Chair)
Dr Sue Smith (Chair)
Iona Waite
Ruby Wolk [resigned 2 November 2022]
Catherine Young

2. Principal Activities

The Company is a Registered Charity and its principal object, as detailed in the Memorandum and Articles of Association, continued to be the public advancement of education in dance and other related arts. The Charity meets its principal objective, and duty under section 4 of the Charities Act 2011, through a programme of open-access and public-facing programmes that increase inclusion and participation in dance by everyone; and by supporting, through information and knowledge exchange, the people and organisations that deliver local dance activities to ensure their public provision is safe and of high quality.

3. Responsibilities of the Board

Company law requires the members of the Board to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Company. In preparing those financial statements the Board is required to select suitable accounting policies and apply them consistently, make judgments and estimates that are reasonable and prudent, ensure that applicable accounting standards have been followed and prepare the financial statements on the going concern basis unless it is appropriate to presume that the Company will not continue in operation. The Board is satisfied that it has adequate resources to continue in operation for the foreseeable future. The Board has taken reasonable steps to:

- Ensure that funds granted by funding bodies are used only for the purposes for which they have been given and in accordance with any funding agreements and any other conditions prescribed
- Ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources
- Safeguard the assets of the company and prevent and detect fraud
- Secure the economical, efficient, and effective management of the company's resources and expenditure.

4. Internal Financial Control

The key elements of the company's financial control include the following:

- Regular examination and scrutiny of budgets through Executive Team (senior posts) meetings and with budget holders
- Medium-term and annual planning, inc. income, expenditure and cash flow budgets
- Regular reviews of planning milestones and risk management, including quarterly reviews of financial results with variance reporting and forecast outturns, through the Finance and Governance Committee and the Board
- The adoption of the recommendations in Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) [2015]

Legal Structure: The Foundation for Community Dance is a company limited by guarantee and a registered charity. There are currently eight members who guarantee £10 each. The Directors and Trustees, all of whom are members, can be found listed on page one.

5. Structure, Governance and Management

The Board holds quarterly meetings, together with development sessions and away-days as appropriate. The Finance and Governance Committee of the board has a specific brief to oversee financial, personnel and other operational matters. This Committee meets at least four times each year and reports directly to the Board, including the recommendation of approval of management accounts and statutory accounts. Other time-limited working groups are established according to need with a brief to support or advise on aspects of the organisation's programme and to which, in addition to board members, people external to the Board may be invited to join. The Board, its committees and working groups are all subject to agreed Terms of Reference.

Primary responsibility for the company is vested in the Board. Day-to-day management functions are delegated to the Chief Executive and Executive Team. The Board agrees policy, development strategies and plans, overarching programmes and budgets. The Board develop these with the Executive Team and reviews the implementation and effectiveness of these decisions.

The Board delegates day-to-day financial management and control to the Chief Executive (CEO) and Executive Team, and they implement systems together with reporting and planning mechanisms set by the Board (see 4, above). Management accounts are produced monthly, on an actual/forecast basis, and formally reported to the Board quarterly following detailed scrutiny by the Finance & Governance Committee. Bank reconciliations are carried out weekly. All outgoing payments are subject to a two-stage approval process, and when cheques are issued two signatures are required.

The Board leads the recruitment and selection of the CEO; supports the CEO in the recruitment and selection of the Executive Team; and agrees the establishment of new permanent posts or of material changes made to existing permanent posts. The Executive Team are responsible for recruitment of all other existing permanent posts, and of fixed-term project staff where the cost is included within approved project budgets. The Board review remuneration arrangements annually as part of the annual, and longer-term, budget setting process.

The Board undertakes team and skills development. New members receive an induction and written guidance e.g. Terms of Reference for Board Members and Committees, and materials from the Charity Commission and Companies House. Where specific needs are identified, training support is provided. The Board regularly undertakes a skills, knowledge and experience audit.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2023
[continued]

Appointments to the Board: The Board reviews recruitment and retention annually. The Chair and Vice Chair(s) are nominated and appointed by the Board from within their own number. Where vacancies arise or are anticipated, the Board appoints a task group to consider proposals from existing Board members and the Executive Team, and considers what external recruitment should be undertaken, and the appropriate process for this. Appointments are made for a term of up to six years.

Reserves Policy: The Board forecast that levels of unrestricted reserves held in the general fund are sufficient in the short-term but and that an available reserve of at least £90,000 is appropriate at the current time. The company achieved this by September 2023 through annual business plan targets and budgeting for an annual operating surplus in the general fund. The Finance & Governance Committee review the Reserves Policy from time to time and make recommendations to the Board.

At the 2022/23 period end, in addition to Restricted funds of £13,323 (2022: £119,737), there was a surplus in total unrestricted funds of £98,298 (2022: £97,973). No funds are in deficit. The total of funds held is £111,171.

Risk Management: The Board reviewed and assessed major financial and operational risks, including legislative, structural, and environmental changes to which the charity might be exposed, the ongoing disruption and risk potential remaining from the Covid-19 pandemic, and the cost-of-living crisis. They are satisfied that systems and procedures are in place, both to limit exposure to these risks and, where exposure could exist, be able to manage this in a safe, informed, and responsible manner. An open and receptive approach to solving risk problems is adopted by the Board and Executive Team. A rolling Development Plan is updated regularly and sets out strategic objectives, against which the Board reviews progress and risk quarterly.

Financial Results: These accounts report on 12 months from 1 October 2022 to 30 September 2023. Comparative figures shown in these accounts are for the 12-month period 1 October 2021 – 30 September 2022. Our income for the period was £544,749 (2022: £568,584) and expenditure of £650,838 (2022: £547,734). The financial turnover of the organisation is subject to annual fluctuations and transfers to/from restricted reserves, which reflect programmes, activities and fundraising in any given year.

We ended the year 2023 with a small operating surplus of £2,648 on unrestricted funds. An analysis of reserves is shown in Note 10 to the accounts. A breakdown of expenditure is given in Note 5. Cash flow remained comfortable throughout the year, and there were no exceptional circumstances that affected the final outturn for 2023.

Funds available: The Board is optimistic about the financial security of the Company, considers its financial position to be satisfactory and believes that present levels of funding are adequate to support its principal charitable objects. National Portfolio Funding (NPO) from Arts Council England for the period April 2022 to March 2026 has been secured, with unrestricted funds offered of £193,593 per annum for this period, a total of £580,779. A grant of £475,000 received from the National Lottery Community Fund continued to support the organisation's health and wellbeing work, until March 2024.

6. Review of the Year's Activities

The Foundation for Community Dance (trading as People Dancing) has a **vision** of a world where dance makes a positive difference. Its **mission** is to make engagement with dance important and relevant to individuals, communities and society.

The organisation's work helps to provide leadership for and within community and participatory dance in England, the UK and beyond. Development activities undertaken and services provided in the year focused on driving up quality through excellent and inclusive dance practices, increasing diversity through reaching new audiences and participants, and striving for increased sustainability of the organisation. Work is underpinned by **values** defining how we work:

- **Excellence** in participation and progression in dance for all
- **Inclusion** is at the heart of what we do and why we do it
- **Collaborative** actions give greater strength and voice to all involved
- **Openness** in our working practices.

The Board-approved Development Plan is reviewed regularly, which sets out the three Strategic Aims that form the basis for delivering activities and services and undertaking fundraising and organisational development.

> Take a strategic overview and have UK-wide and international reach, acting as a driving force in developing excellence, nurturing talent and strengthening resilience, and ensuring provision and practice is networked and fit for purpose:

The arts sector and beneficiaries of the charity continued to experience disruption in 2022/23, including economic impact stemming from the Pandemic, the cost-of-living crisis and reductions in local authority arts spending. Supporting our beneficiaries remained a focus of our work.

The organisation continued to deliver its in-person and online training programme, information, and membership services to support to dancers, teaching artists and practitioners working in and with communities. 1,665 people participated in our programme of online and in-person events, courses, networks and learning opportunities. Our publishing, films, website and blogs reached a further audience - including members and the general public - of 181,000. Pioneering online programmes continued to enable people to learn at their own pace helped to improve accessibility and affordability through digital technologies. Targeted publications continued to promote excellence in community dance by culturally diverse dance artists, promoting inclusion, diversity and quality in community dance. Extensive international connections provided broader context and opportunities for critical debate.

We continued to provide membership services to enable dance artists and practitioners to work safely with the public, including a safeguarding and Disclosure and Barring Service in England and safeguarding guidance for practitioners. The organisation continued to offer flexibility around membership renewals, and operated generously with the provision of information, guidance, and signposts to sources of support.

**FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2023
[continued]**

Work continued to establish Participatory Arts Qualifications (PAQ) as an Awarding Organisation, to offer qualifications for dance artists and leaders. The Boards of PAQ and Foundation for Community Dance agreed that these would be offered by Foundation for Community Dance from 1 October 2023.

> Develop and sustain strategic alliances and partnerships to create new opportunities for individuals and communities to participate:

Networks – the Early Years Dance Network (EYDN), supported and engaged artists and practitioners working in dance with young children and their families/carers. The Inclusion in Dance Network continued to provide a national focus for artists and organisations committed to inclusive practice and better serving disabled people as participants and audience members. The Live Well and Dance with Parkinson's Network continues to develop, as did the REACH! network, aimed at Global Majority dance artists. Newsletters were regularly distributed across the networks.

Advocacy and representation – as an active Strategic Alliance Member of the Culture, Health and Wellbeing Alliance and member of the UK Dance Network, profiling the work and benefits of community and participatory dance across our communications platforms and publications. Staff presented at several conferences in the UK and internationally.

Continued leadership of Live Well & Dance with Parkinson's – this National Lottery Community Fund funded programme is built around six local delivery partnerships and national strategic partnerships, with the aim of increasing provision, improving quality, and identifying a diversity of approaches to developing this work and conditions of success required to scale up.

Partners for change - we worked collaboratively with a diversity of organisations in dance, the arts and education to effect positive change and help achieve greater equality, equity and inclusion. Examples include One Dance UK, Sound Sense, Serendipity, Rubicon Dance/Wales-Wide Training Programme, Protein Dance, Safe in Dance International, Urban Playground, Attenborough Arts, Mark Morris Dance Group/Dance for PD, English Folk Dance and Song Society, Stopgap Dance Company, Candoco Dance Company, Corali Dance Company, TIN Arts and the universities of De Montfort, Central Lancashire, Roehampton, Falmouth and Coventry.

> Build organisational capacity, resources and resilience, including digital knowledge and innovation, through the critical contribution of staff whilst remaining true to Vision, Mission and Values:

The organisation remained a National Portfolio Organisation (NPO) of Arts Council England, with a three-year funding agreement from 1 April 2023 that provides £193,593 of unrestricted funding annually. This funding enables the organisation to deliver agreed work, supports plans for additional fundraising and organisational development activities that contribute to ongoing organisational stability and sustainability.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2023
[continued]

The Board and the Finance and Governance Committee met five times in the year. Dr Sue Smith was appointed as Chair of the Board at the AGM in November 2022. Carolyn McGrath, Paul Kaynes and Dylan Quinn were appointed as Vice-Chairs and members of the Finance & Governance Committee. We offered our thanks to Ruby Wolk, who stepped down from the board in November 2022.

Policies and procedures were reviewed as needed by the Board in the year and updated where required. Robust reporting to the Board about risk identification and mitigation was implemented in the year. Progress against the business plan was monitored with regular updates provided for the Board. Risk Register is maintained and updated regularly. Whilst short-term risks and disruption associated with Covid-19 and the cost-of-living crisis continued, no other material or longer-term increases in risk were identified in the year.

A staffing restructure was undertaken in late 2022 and implemented from 1 April 2023 to ensure the organisation's leadership and delivery teams have appropriate capacity and can meet future needs. The Executive Team is led by the Chief Executive and in 2022/23 included the posts of Deputy CEO/Head of Health and Wellbeing, Head of Inclusion, Head of Professional Development, and Head of Operations and Communications. Together they provide effective artistic and organisational leadership, enabling the organisation to better meet ambitions for diversity within activities and services. The capacity and oversight provided by the Executive Team has positively supported growth and development priorities. Professional development and training opportunities are offered to and taken up by all staff within the organisation.

Continued self-evaluation reassured us that programmes remained of high quality, we understand user needs, and that provision meets need. Data provided a range of intelligence and statistical information to aid planning and to help ensure relevance. We remain committed to reducing our carbon footprint and environmental impact in office-based and programme activities.

The organisation's Equality Action Plan is reviewed regularly by the Board to reflect current contexts, organisational ambitions, evaluation and data collection. The organisation's ethos and work are rooted in an understanding of equality based on diverse cultures and communities within a modern British context and their engagement with dance. Alongside this the organisation works with knowledge of legislative frameworks as they relate to equality issues and protected characteristics.

Income received by the organisation included: £200,675 from earned from membership, services and training programmes (2022: £194,889), £193,592 from unrestricted grants (2022: £191,184) and £99,177 from restricted grants (2022: £140,494).

Looking to the future, the organisation's refreshed development plans will guide the organisation forward and renewed funding from Arts Council England for 2023 -2026 will support organisational development and enable progression of its charitable objectives of public advancement in the art of dance.

By Order of The Board
C Stenton, Company Secretary

06 December 2024

FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

STATEMENT OF THE BOARD'S RESPONSIBILITIES

Company law requires the Board to prepare financial statements for each financial year and to be satisfied that the financial statements give a true and fair view. Under that law the Board have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board is responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

Directors:

C McGrath, 06 December 2024

S Smith, 06 December 2024

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF THE FOUNDATION FOR COMMUNITY DANCE LIMITED

We have audited the financial statements of The Foundation for Community Dance Limited for the year 30 September 2023 which comprise the Statement of Financial Position, the Statement of Income and Expenditure, Statement of Changes in Equity and the related notes.

Significant accounting policies

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and FRS 102 which is the Financial Reporting Standard applicable to United Kingdom and Republic of Ireland.

Information and judgements

Information and judgements that the Foundation has applied in preparing these accounts are based on the carrying amounts of all income, expenses, assets and liabilities as at the end of the financial year subject to any adjustments mentioned in the accounts and in the notes and disclosures to the accounts

Estimation Techniques

There were no assumptions made concerning the future or estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Apart from this, there is nothing to report under FRS 102 section 8.7.

This report is made solely to the Foundation'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 Foundation'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 Foundation and the Foundation's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement set out on page 9, 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.

Our responsibility is to audit and express opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). These standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm

Continued....

**REPORT OF THE INDEPENDENT AUDITOR
TO THE MEMBERS OF THE FOUNDATION FOR COMMUNITY DANCE LIMITED**

Continued...

Opinion

In our opinion the financial statements

- give a true and fair view of the state of the Foundation's affairs as at 30 September 2023 and of its income and expenditure for the year ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and in particular in accordance with FRS 102 and also in accordance with the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2016

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the accounts

Matters on which we are required to report by exception

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

- proper books of account have not been kept by the Foundation in accordance with the requirements of the legislation; or
- the 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 obtained all the information and explanations necessary for the purpose of our audit.

Roger A Platt FCA
Senior Statutory Auditor
For and on behalf of
PWH Accountancy Ltd
Statutory Auditors
The Counting House
High Street
Lutterworth
Leicestershire LE17 4AY

06 December 2024

FOUNDATION FOR COMMUNITY DANCE
(LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 30 SEPTEMBER 2023

		2023	2023	2023	2022
	Note	Restricted	Unrestricted	Total	Total
Incoming resources					
Arts Council England: NPO grant	5	-	193,592	193,592	191,844
Arts Council Wales	5	-	-	0	2,996
National Lottery Community Fund	5	94,877	-	94,877	120,000
Kick start job scheme	5	-	-	0	14,994
Leicester City Council	5	-	-	0	3,000
Warwick District Council	5	1,800	-	1,800	0
Parkinson's UK	5	2,500	-	2,500	2,500
		99,177	193,592	292,769	335,334
Earned income from charitable activities		(4,244)	204,919	200,675	194,889
Donations		-	1,968	1,968	15,022
Management transfers		-	49,337	49,337	23,339
		(4,244)	256,224	251,980	233,251
Total		94,933	449,816	544,749	568,584
Resources expended					
Charitable activities	5	199,456	107,755	307,211	169,244
Staff costs	5	-	277,521	277,521	313,532
Overheads and administration	5	-	43,211	43,211	40,300
Governance and Board costs	5	4,214	2,458	6,672	2,400
Capital depreciation	5	-	4,239	4,239	2,850
Bad debts and accounting adjustments	5	-	(5,596)	(5,596)	0
Marketing, communications & access	5	-	3,360	3,360	10,257
Organisational development	5	-	14,220	14,220	9,151
Total		203,670	447,168	650,838	547,734
Surplus (deficit) for the period		(108,737)	2,648	(106,089)	20,851
Balance B/F		119,737	97,973	217,710	195,360
Balance C/F		11,000	100,621	111,621	216,211

FOUNDATION FOR COMMUNITY DANCE
(Limited By Guarantee)
STATEMENT OF FINANCIAL POSITION
YEAR ENDED 30 SEPTEMBER 2023

		2023		2022	
	Note	£	£	£	£
ASSETS					
Cash, cash equivalents and liquid assets:					
Bank current accounts		35,731		167,513	
Cash in hand		24		5	
Total cash, cash equivalents and liquid assets			35,755		167,518
Tangible fixed assets					
Fixtures, fittings and equipment	6		8,255		6,989
Receivables					
Grant debtors	7	47,524		47,524	
Other receivables	7	41,292		13,415	
Total receivables			88,816		60,939
Prepayments and accrued income					
Prepayments and other debtors	7	3,921		7,431	
Taxation and social security	7	1,934		1,879	
Total prepayments and other income			5,855		9,310
Total Assets			138,681		244,756
LIABILITIES					
Payables					
Trade creditors		22,659		7,192	
Taxation and social security		801		6,088	
Accruals		3,600		13,766	
Deferred income		-		-	
			27,060		27,046
Retained earnings					
Accumulated reserve	10	98,298		97,973	
Restricted reserves	10	13,323		119,737	
Total retained earnings			111,621		217,710
Total Liabilities			138,681		244,756

The accounts have been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

These financial statements were approved and authorised for issue by the Board on 6/12/2024.

.....
C McGrath

Board Members

.....
S Smith

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 SEPTEMBER 2023

1 **Company Status**

The company is limited by guarantee and has no share capital. The liability of each member is limited to £10.

2 **Accounting Policies**

a Basis of Accounting

The financial statements have been prepared under the historic cost accounting rules in accordance with FRS 102, and the Companies Act 2006 and follow the recommendations in Accounting and Reporting by Charities - Statement of Recommended Practice [2015]. Applicable accounting standards have been followed.

b Tangible Fixed Assets

Depreciation has been provided by the company to write off the cost or valuation less the estimated residual value of tangible fixed assets by equal instalments over their useful economic lives, as follows: -

Computer and office equipment - three years

c Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements. 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 the financial statements.

c Incoming Resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified, and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 SEPTEMBER 2023

2 Accounting Policies (continued)

d Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with use of the resources. Premises overheads have been allocated on a floor area basis and other overheads have been allocated on the basis of the head count.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Management and administration costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements

3 Corporation Tax

The company is a Registered Charity and, as such, is exempt from corporation tax. Accordingly, no provision has been made for corporation tax.

4 Surplus on Ordinary Activities	2023	2022
is stated after charging: -	£	£
Trustees' remuneration	-	-
Directors' remuneration	-	-
Auditors' remuneration	3,000	3,250
Depreciation	4,239	2,850
Rents payable under operating leases	7,825	7,825
	=====	=====
=====		

THE FOUNDATION FOR COMMUNITY DANCE
(Limited by Guarantee)
NOTES TO THE FINANCIAL STATEMENTS
(Continued)
YEAR ENDED 30 SEPTEMBER 2023

5 Resources expended

	Restricted £	Unrestricted £	Total 2023 £	2022 £
<u>Incoming resources</u>				
Grant donated income				
Arts Council England: NPO grant	-	193,592	193,592	191,844
Arts Council Wales	-	-	-	2,996
National Lottery Community Fund	94,877	-	94,877	120,000
Kick Start job scheme	-	-	-	14,994
Leicester City Council	-	-	-	3,000
Warwick District Council	1,800	-	1,800	-
Parkinson's UK	2,500	-	2,500	2,500
	<u>99,177</u>	<u>193,592</u>	<u>292,769</u>	<u>335,334</u>
Earned income from charitable activities	(4,244)	204,919	200,675	194,889
Donations	-	1,968	1,968	15,022
Management transfers	-	49,337	49,337	23,339
TOTAL	<u>94,933</u>	<u>449,816</u>	<u>544,749</u>	<u>568,584</u>
<u>Resources expended</u>				
Charitable activities				
Safeguarding and civil liability insurances	-	68,522	68,522	56,517
Short courses & training programmes	-	22,768	22,768	27,024
Animated magazine	-	5,724	5,724	3,532
Artwork Alliance	-	-	-	10,700
Living Well with Parkinsons	199,456	-	199,456	64,835
Sense Programme	-	4,850	4,850	-
11 Million Reasons to Dance	-	450	450	2,503
Online learning	-	-	-	773
Early Years Dance	-	5,441	5,441	3,360
	<u>199,456</u>	<u>107,755</u>	<u>307,211</u>	<u>169,244</u>
Staff costs				
Core salaries	-	268,144	268,144	303,668
Staff travel expenses	-	788	788	2,571
Pension contributions	-	8,589	8,589	7,293
	<u>-</u>	<u>277,521</u>	<u>277,521</u>	<u>313,532</u>
Overheads & administration				
Premises costs (rent, rates, heat & light)	-	17,442	17,442	16,890
Other staff costs	-	5,745	5,745	3,186
Banking and payment processing charges	-	6,781	6,781	8,541
Printing, postage & stationery	-	10,220	10,220	5,487
Other office running costs	-	(38)	(38)	2,657
Professional fees	-	61	61	514
Auditors remuneration	-	3,000	3,000	3,250
	<u>-</u>	<u>43,211</u>	<u>43,211</u>	<u>40,525</u>
<u>Resources expended c/fwd</u>	<u>199,456</u>	<u>428,487</u>	<u>627,943</u>	<u>523,301</u>

THE FOUNDATION FOR COMMUNITY DANCE
(Limited by Guarantee)
NOTES TO THE FINANCIAL STATEMENTS
(Continued)
YEAR ENDED 30 SEPTEMBER 2023

5 Resources expended (continued)

	Restricted £	Unrestricted £	Total 2023 £	2022 £
<u>Resources expended b/fwd</u>	199,456	428,487	627,943	523,301
Governance & Board costs				
Travel expenses paid to Trustees	-	2,006	2,006	1,077
Other Board costs	4,214	452	4,666	1,323
	<u>4,214</u>	<u>2,458</u>	<u>6,672</u>	<u>2,400</u>
Capital depreciation	<u>-</u>	<u>4,239</u>	<u>4,239</u>	<u>2,850</u>
Bad debts and other write-offs	<u>-</u>	<u>(3,273)</u>	<u>(3,273)</u>	<u>-</u>
Marketing, communications & access				
Design, print & distribution	-	3,810	3,810	9,817
Access costs	-	-	-	440
	<u>-</u>	<u>3,810</u>	<u>3,810</u>	<u>10,257</u>
Organisational development				
Staff training & development costs	-	14,220	14,220	9,151
	<u>-</u>	<u>14,220</u>	<u>14,220</u>	<u>9,151</u>
Total resources expended	<u><u>203,670</u></u>	<u><u>449,941</u></u>	<u><u>653,611</u></u>	<u><u>547,959</u></u>

No member of staff received emoluments in excess of £60,000 (2022 £60,000).

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2023

6 Tangible Fixed Assets

**Equipment
£**

Cost

As at 1 October 2022	76,457
Additions during the year	5,505

As at 30 September 2023	<u>81,962</u>
	=====

Accumulated Depreciation

As at 1 October 2022	69,468
Charge for the year	4,239

As at 30 September 2023	<u>73,707</u>
	=====

Net Book Value

As at 30 September 2022	<u>8,255</u>
	=====

As at 30 September 2023	<u>8,785</u>
	=====

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2023

7	Debtors	2023	2022
		£	£
	Receivables and grant debtors	88,816	58,791
	Prepayments	1,773	7,431
	VAT	1,934	1,879
	Tenancy deposit	2,148	2,148
		<u>94,671</u>	<u>70,249</u>
		=====	=====

Receivables includes a loan of £33,796 (2022 £6,750) to Participatory Arts Qualifications Ltd, a wholly owned subsidiary of Foundation for Community Dance.

8 Holiday pay accruals

The company's holiday period runs from 1st October to 30th September. The holiday pay accrual is zero.

9 Lease Commitments

Annual commitments under non-cancellable operating leases are as follows: -

	2023	2022
	£	£
Operating leases which expire within one year		
land and buildings	<u>2,022</u>	<u>2,022</u>
	=====	=====

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2023

10 Statement of Funds

	B/Fwd	Incoming	Outgoing	Transfer	C/Fwd
Unrestricted funds	95,784	449,816	446,733	(2,323)	96,544
Designated funds (Capital and premises)	2,189	-	435		1,754
Total unrestricted funds	<u>97,973</u>	<u>449,816</u>	<u>447,168</u>	<u>(2,323)</u>	<u>98,298</u>
Restricted funds					
Live Well and Dance for Parkinson's Partnership	109,993	97,377	196,370	2,323	13,323
Other restricted funds	9,744	(2,444)	7,300	-	-
Total restricted funds	<u>119,737</u>	<u>94,933</u>	<u>203,670</u>	<u>2,323</u>	<u>13,323</u>
	<u>217,710</u>	<u>544,749</u>	<u>650,838</u>	<u>-</u>	<u>111,621</u>

11 Trustees' Expenses

Included within personnel Resources Expended as detailed in note 5 is an amount of £2,006 (2022 £Nil) relating to travel and other expenses incurred by the trustees which have been reimbursed by the company.

12 Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	Total
	£	£	£
Tangible fixed assets	8,255	-	8,255
Current assets	119,426	11,000	130,426
Current liabilities	(27,060)	-	(27,060)
	<u> </u>	<u> </u>	<u> </u>
Net Assets at 30 September 2023 *	<u>100,621</u>	<u>11,000</u>	<u>111,621</u>
	<u>=====</u>	<u>=====</u>	<u>=====</u>

Accounts

FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

Trading as People Dancing

30 SEPTEMBER 2022

FOUNDATION FOR COMMUNITY DANCE

COMPANY INFORMATION

AT 30 SEPTEMBER 2022

Incorporated:	in England on 22 August 1989
Company Number:	2415458
Registered Charity Number:	328392
Board:	Anand Bhatt BEM Paul Kaynes (Co-Vice Chair) Dr Gillie Kleiman Carolyn McGrath (Co-Vice Chair) Louise Marshall Dr Ruth Pethybridge Dr Sue Smith Dylan Quinn (Co-Vice Chair) Iona Waite Catherine Young
Secretary:	Mianam Yasmin Bashir Canvin (Head of Operations & Comms)
Registered Office:	LCB Depot 31 Rutland Street, Leicester, LE1 1RE
Bankers:	Bank of Scotland 8 Humberstone Gate, Leicester, LE1 3PH Co-operative Bank 77-79 Market Place, Leicester, LE1 5EN
Solicitors:	Russell Cooke LLP 2 Putney Hill, London, SW15 6AB
Auditors:	PWH Accountancy Limited The Counting House, High Street Lutterworth, Leicestershire, LE17 4AY

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2022

1. The Board

Anand Bhatt BEM
Paul Kaynes (Co-Vice Chair)
Dr Gillie Kleiman
Carolyn McGrath (Co-Vice Chair)
Dr Kate Marsh [resigned 10 November 2021]
Louise Marshall
Dr Ruth Pethybridge
Dylan Quinn (Co-Vice Chair)
Dr Sue Smith (Chair) [Appointed 20 October 2021]
Iona Waite
Ruby Wolk [resigned 2 November 2022]
Catherine Young

2. Principal Activities

The Company is a Registered Charity and its principal object, as detailed in the Memorandum and Articles of Association, continued to be the public advancement of education in dance and other related arts. The Charity meets its principal objective, and duty under section 4 of the Charities Act 2011, through a programme of open-access and public-facing programmes that increase inclusion and participation in dance by everyone; and by supporting, through information and knowledge exchange, the people and organisations that deliver local dance activities to ensure their public provision is safe and of high quality.

3. Responsibilities of the Board

Company law requires the members of the Board to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Company. In preparing those financial statements the Board is required to select suitable accounting policies and apply them consistently, make judgments and estimates that are reasonable and prudent, ensure that applicable accounting standards have been followed and prepare the financial statements on the going concern basis unless it is appropriate to presume that the Company will not continue in operation. The Board is satisfied that it has adequate resources to continue in operation for the foreseeable future. The Board has taken reasonable steps to:

- Ensure that funds granted by funding bodies are used only for the purposes for which they have been given and in accordance with any funding agreements and any other conditions prescribed
- Ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources
- Safeguard the assets of the company and prevent and detect fraud
- Secure the economical, efficient, and effective management of the company's resources and expenditure.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2022
[continued]

4. Internal Financial Control

The key elements of the company's financial control include the following:

- Regular examination and scrutiny of budgets through Executive Team (senior posts) meetings and with budget holders
- Medium-term and annual planning, including income, expenditure and cash flow budgets
- Regular reviews of planning milestones and risk management, including quarterly reviews of financial results with variance reporting and forecast outturns, through the Finance and Governance Committee and the Board
- The adoption of the recommendations in Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) [2015]

Legal Structure: The Foundation for Community Dance is a company limited by guarantee and a registered charity. There are currently ten members who guarantee £1 each. The Directors and Trustees, all of whom are members, can be found listed on page one.

5. Structure, Governance and Management

The Board holds quarterly meetings, together with development sessions and away-days as appropriate. There is one standing Committee of the Board – the Finance and Governance Committee – with a specific brief to oversee financial, personnel and other operational matters. This Committee meets at least four times each year and reports directly to the Board, including the recommendation of approval of management accounts and statutory accounts. Other time-limited working groups are established according to need with a brief to support or advise on aspects of the organisation's programme and to which in, additional to board members, people external to the Board may be invited to join. The Board, its committees and working groups are all subject to agreed Terms of Reference.

The primary responsibility for the company is vested in the Board but day-to-day management functions are delegated to the Chief Executive and the Executive Team. The Board agrees policy, development strategies and plans, overarching programmes and budgets. The Board develop these with the Executive Team and reviews the implementation and effectiveness of these decisions.

The Board devolves day-to-day responsibility for financial management and control to the Chief Executive Director and Executive Team, and they implement systems together with reporting and planning mechanisms set by the Board (see 4, above). Management accounts are produced monthly, on an actual/forecast basis, and formally reported to the Board quarterly following detailed scrutiny by the Finance & Governance Committee. Bank reconciliations are carried out weekly. All outgoing payments are subject to a two-stage approval process, and when cheques are issued two signatures are required.

The Board leads the recruitment and selection of the Chief Executive; supports the Executive Director in the recruitment and selection of the Executive Team; and agrees the establishment of new permanent posts or of material changes made to existing permanent posts. The Executive Team are responsible for recruitment of all other existing permanent posts, and of fixed-term project staff where the cost is included within approved project budgets. The Board review remuneration arrangements annually as part of the annual, and longer-term, budget setting process.

The Board undertakes team and skills development. New members receive an induction and written guidance e.g. Terms of Reference for Board Members and Committees, and materials from the Charity Commission and Companies House. Where specific needs are identified, training support is provided. The Board undertakes a periodic audit of current skills, knowledge and experience regularly.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2022
[continued]

Appointments to the Board: The Board reviews recruitment and retention annually. The Chair and Vice Chair(s) are nominated and appointed by the Board from within their own number. Where vacancies arise or are anticipated, the Board appoints a task group to consider proposals from existing Board members and the Executive Team, and considers what external recruitment should be undertaken, and the appropriate process for this. Appointments are made for a term of up to six years.

Reserves Policy: The Board forecast that levels of unrestricted reserves held in the general fund are sufficient in the short-term but and that an available reserve of at least £90,000 is appropriate at the current time. The company is on target to achieve this by September 2023 through annual business plan targets and budgeting for an annual operating surplus in the general fund. The Finance & Governance Committee will review the Reserves Policy and make recommendation to the Board for adoption from October 2023.

At the 2021/22 period end, in addition to Restricted funds of £121,237 (2021: £107,074), there was a surplus in total Unrestricted funds of £96,473 (2021: £89,786). This includes a Capital and Premises Designated Reserve of £2,189. No funds are in deficit. The total of funds held is £217,710.

Risk Management: The Board reviewed and assessed major financial and operational risks, including legislative, structural, and environmental changes to which the charity might be exposed, the ongoing disruption and risk potential remaining from the Covid-19 pandemic, and the cost-of-living crisis. They are satisfied that systems and procedures are in place, both to limit exposure to these risks and, where exposure could exist, be able to manage this in a safe, informed, and responsible manner. An open and receptive approach to solving risk problems is adopted by the Board and Executive Team. A rolling Development Plan is updated annually and sets out strategic objectives, against which the Board reviews progress and risk quarterly.

Financial Results: These accounts report on 12 months from 1 October 2021 to 30 September 2022. Comparative figures shown in these accounts are for the 12-month period 1 October 2020 – 30 September 2021. Our income for the period was £568,584 (2021: £578,963) and expenditure of £547,734 (2021: £492,523). The financial turnover of the organisation is subject to annual fluctuations, which reflect programmes and activities in any given year.

We ended the year 2022 with an operating surplus of £ 20,850 of which of which £8,187 is unrestricted and £12,663 is restricted. An analysis of reserves is shown in Note 10 to the accounts. A breakdown of expenditure is given in Note 5. Cash flow remained comfortable throughout the year, and there were no exceptional circumstances that affected the final outturn for 2022.

Funds available: The Board is optimistic about the financial security of the Company, considers its financial position to be satisfactory and believes that present levels of funding are adequate to support its principal charitable objects. National Portfolio Funding (NPO) from Arts Council England for the period April 2023 to March 2026 has been secured, with unrestricted funds offered of £193,593 per annum for this period, a total of £580,779. A significant grant of £475,000 received from the National Lottery Community Fund continues to support the organisation's health and wellbeing work until March 2024.

6. Review of the Year's Activities

The Foundation for Community Dance (trading as People Dancing) has a **vision** of a world where dance makes a positive difference. Its **mission** is to make engagement with dance important and relevant to individuals, communities and society.

The organisation's work helps to provide leadership for and within community and participatory dance in England, the UK and beyond. Development activities undertaken and services provided in the year focused on driving up quality through excellent and inclusive dance practices, increasing diversity through reaching new audiences and participants, and striving for increased sustainability of the organisation. Work is underpinned by **values** defining how we work:

- **Excellence** in participation and progression in dance for all
- **Inclusion** is at the heart of what we do and why we do it
- **Collaborative** actions give greater strength and voice to all involved
- **Openness** in our working practices.

The Board-approved Development Plan is reviewed annually. This plan sets out the three Strategic Aims that form the basis for delivering activities and services, and undertaking fundraising and organisational development:

A. Take a strategic overview and have UK-wide and international reach, acting as a driving force in developing excellence, nurturing talent and strengthening resilience, and ensuring provision and practice is networked and fit for purpose:

The arts sector continued to experience disruption in 2021/22 stemming from the Pandemic. The economic impact on the organisation's users and beneficiaries – dancers, teaching artists, community practitioners and arts organisations, and the general public who participate in dance activity – and levels of participation across activities and locations indicated signs of recovery. This remains in the context of the emerging cost-of-living crisis and continued reductions in public subsidy of arts activity particularly at a local level.

Supporting our users though this time, as in 2020/21, remained a focus of our work. The organisation continued to deliver its training programme, information, and membership services online to offer increased support to dancers, teaching artists and practitioners working in and with communities. We engaged participants/and audience of 6,848. Our programme of 20 online events, networks, and learning opportunities attracted 794 participants. Access to online events was free of charge for members. Eight new short films, together with our back catalogue, reached an audience of 5,200. We were pleased to mount our first in-person event since 2019 – People Dancing in the Summer, July 2022, and overall welcomed 854 participants to our in-person events, training and performance presentations.

We continued to increase digital reach through a website, blogs, social media platforms, e-newsletters and publishing, with 79,000 website users and 22,000 followers on social media. Pioneering online programmes continued to enable people to learn at their own pace helped to improve accessibility and affordability through digital technologies. Targeted publications continued to promote excellence in community dance by culturally diverse dance artists, promoting inclusion, diversity and quality in community dance. Extensive international connections provided broader context and opportunities for critical debate.

We continued to provide membership services to enable dance artists and practitioners to work safely with public, including a safeguarding and Disclosure and Barring Service in England and safeguarding guidance for practitioners. The organisation continued to offer flexibility around membership renewals, and operated generously with the provision of information, guidance, and signposts to sources of support. It is notable that as recovery from the Pandemic continued the organisation's level of earned income from membership by September 2022 was approaching pre-pandemic levels.

**FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2022
[continued]**

Work continued to establish Participatory Arts Qualifications (PAQ) as an Awarding Organisation, to offer nationally recognised qualifications for dance artists and leaders. This significant undertaking was steered by a Board Working Group established to support this development, which included analysis of different legal models for the organisation, and risk management issues. Following agreement by the Board PAQ was established in May 2022 as a wholly owned subsidiary of Foundation for Community Dance. Profits of PAQ will be transferred to the parent charity using the Gift Aid scheme. The impacts of this work will be felt from October 2023 by both beneficiaries and organisations and an application to Ofqual for recognition for qualifications is ongoing.

B. Develop and sustain strategic alliances and partnerships to create new opportunities for individuals and communities to participate:

Networks - including the Early Years Dance Network, to better support and engage artists and practitioners working in dance with young children and their families/carers, and the 11 Million Reasons to Dance Network, renamed the Inclusion in Dance Network, continued to provide a national focus for artists and organisations committed to inclusive practice and better serving disabled people as participants and audience members. A new network for Live Well and Dance with Parkinson's held its first online event, as did the REACH! network, aimed at Global Majority dance artists. Newsletters were regularly distributed across the networks.

Advocacy and representation – as an active Strategic Alliance Member of the Culture, Health and Wellbeing Alliance, a member of ArtWorks Alliance and member of the UK Dance Network – and by profiling the work and benefits of community and participatory dance across our communications platforms and publications.

Continued leadership of Live Well & Dance with Parkinson's – this National Lottery Community Fund funded programme is built around six local delivery partnerships and national strategic partnerships, with the aim of increasing provision, improving quality, and identifying a diversity of approaches to developing this work and conditions of success required to scale up.

Our work with a consortium of Welsh partners to deliver **11 Million Reasons to Dance: Cymru** a strategic programme of activity that supported the development of inclusive dance practice, with funding from Arts Council of Wales concluded in September 2022. The project also supported four creative projects working with disabled participants in communities across Wales. Project participants took part in a photography shoot with internationally renowned photographer Philip Hatcher-Moore that launched a brand-new bilingual Welsh online photography exhibition.

Partners for change - we worked collaboratively with a diversity of organisations in dance, the arts and education to effect positive change and help achieve greater equality, equity and inclusion. Examples include One Dance UK, Sound Sense, Serendipity, Curve Theatre, Dance Base, Rubicon Dance/Wales-Wide Training Programme, English National Ballet, Protein Dance, Safe in Dance International, Urban Playground, Attenborough Arts, Artis Community, Dawns I Bawb, Impelo, New Dance, Mark Morris Dance Group/Dance for PD, English Folk Dance and Song Society, Para Dance UK and De Montfort University.

C. Build organisational capacity, resources and resilience, including digital knowledge and innovation, through the critical contribution of staff whilst remaining true to Vision, Mission and Values:

The organisation remained a National Portfolio Organisation (NPO) of Arts Council England, with a four-year funding agreement from 1 April 2018 that provided £193,593 in unrestricted funding extended to March 2023 as the result of the Pandemic. This funding enables the organisation to deliver agreed work, supports plans for additional fundraising and organisational development activities that contribute to ongoing organisational stability and sustainability.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2022
[continued]

The Board met five times and the Finance and Governance Committee met four times in the year. Dr Sue Smith was appointed as Chair of the Board at the AGM in October 2021. Carolyn McGrath (Lappin), Paul Kaynes and Dylan Quinn were appointed as Vice-Chairs and members of the Finance & Governance Committee.

Policies and procedures were reviewed as needed by the Board in the year and updated where required. Robust reporting to the Board about risk identification and mitigation was implemented in the year. Progress against the business plan was monitored with regular updates provided for the Board. Risk Register is maintained and updated regularly. Whilst short-term risks and disruption associated with Covid-19 and the cost-of-living crisis continued, no other material or longer-term increases in risk were identified in the year.

The Executive Team is led by the Chief Executive and in 2021/22 included the posts of Director of Learning, Director of Engagement, Director of Live Well & Dance, and Operations Director. Together they provide effective artistic and organisational leadership, enabling the organisation to better meet ambitions for diversity within activities and services. The capacity and oversight provided by the Executive Team has positively supported growth and development priorities. Professional development and training opportunities are offered to and taken up by all staff within the organisation. A staffing restructure was undertaken in late 2022 and implemented from 1 April 2023 to ensure the organisation's leadership and delivery teams have appropriate capacity and can meet future needs.

Continued self-evaluation reassured us that programmes remained of high quality, we understand user needs, and that provision meets need. Data provided a range of intelligence and statistical information to aid planning and to help ensure relevance. We remain committed to reducing our carbon footprint and environmental impact in office-based and programme activities.

The organisation's Equality Action Plan is reviewed regularly by the Board to reflect current contexts, organisational ambitions, evaluation and data collection. The organisation's ethos and work are rooted in an understanding of equality based on diverse cultures and communities within a modern British context and their engagement with dance. Alongside this the organisation works with knowledge of legislative frameworks as they relate to equality issues and protected characteristics.

Income included: £194,889 earned from membership, services and training programmes (2021: £139,776), £194,840 from unrestricted grants (2021: £264,593) and £140,494 from restricted grants (2021: £158,285) .

Looking to the future, the organisation's refreshed development plans will guide the organisation forward and renewed funding from Arts Council England for 2023 -2026 will support organisational development and enable progression of its charitable objectives of public advancement in the art of dance.

By Order of The Board
M Canvin, Secretary

14 June 2023

FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

STATEMENT OF THE BOARD'S RESPONSIBILITIES

Company law requires the Board to prepare financial statements for each financial year and to be satisfied that the financial statements give a true and fair view. Under that law the Board have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board is responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

Directors:

C McGrath, 14 June 2023

S Smith, 14 June 2023

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF THE FOUNDATION FOR COMMUNITY DANCE LIMITED

We have audited the financial statements of The Foundation for Community Dance Limited for the year 30 September 2021 which comprise the Statement of Financial Position, the Statement of Income and Expenditure, Statement of Changes in Equity and the related notes.

Significant accounting policies

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and FRS 102 which is the Financial Reporting Standard applicable to United Kingdom and Republic of Ireland.

Information and judgements

Information and judgements that the Foundation has applied in preparing these accounts are based on the carrying amounts of all income, expenses, assets and liabilities as at the end of the financial year subject to any adjustments mentioned in the accounts and in the notes and disclosures to the accounts

Estimation Techniques

There were no assumptions made concerning the future or estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Apart from this, there is nothing to report under FRS 102 section 8.7.

This report is made solely to the Foundation'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 Foundation'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 Foundation and the Foundation's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement set out on page 9, 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.

Our responsibility is to audit and express opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). These standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm

Continued....

**REPORT OF THE INDEPENDENT AUDITOR
TO THE MEMBERS OF THE FOUNDATION FOR COMMUNITY DANCE LIMITED**

Continued...

Opinion

In our opinion the financial statements

- give a true and fair view of the state of the Foundation's affairs as at 30 September 2021 and of its income and expenditure for the year ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and in particular in accordance with FRS 102 and also in accordance with the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2016

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the accounts

Matters on which we are required to report by exception

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

- proper books of account have not been kept by the Foundation in accordance with the requirements of the legislation; or
- the 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 obtained all the information and explanations necessary for the purpose of our audit.

Roger A Platt FCA
Senior Statutory Auditor
For and on behalf of
PWH Accountancy Ltd
Statutory Auditors
The Counting House
High Street
Lutterworth
Leicestershire LE17 4AY

14 June 2023

FOUNDATION FOR COMMUNITY DANCE
(LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 30 SEPTEMBER 2022

	Note	Restricted	Unrestricted	Total 2022	2021
<u>Incoming resources</u>					
Arts Council England: National Portfolio Organisation grant		-	191,844	191,844	193,593
Arts Council England: Culture Recovery Fund		-	-	-	71,000
Arts Council Wales		-	2,996	2,996	14,985
National Lottery Community Fund		120,000	-	120,000	142,500
Kick Start job scheme		14,994	-	14,994	-
Leicester City Council		3,000	-	3,000	-
Parkinson's Equip		2,500	-	2,500	-
		<u>140,494</u>	<u>194,840</u>	<u>335,334</u>	<u>422,078</u>
Earned income from charitable activities		-	194,889	194,889	139,776
Donations		8,500	6,522	15,022	1,712
Management transfers		-	23,339	23,339	15,397
TOTAL		<u>148,994</u>	<u>419,590</u>	<u>568,584</u>	<u>578,963</u>
<u>Resources expended</u>					
Charitable activities	5	78,105	91,139	169,244	186,543
Staff costs	5	58,226	255,306	313,532	241,594
Overheads and administration	5	-	40,300	40,300	41,073
Governance and Board costs	5	-	2,400	2,400	-
Capital depreciation	5	-	2,850	2,850	2,021
Bad debts and accounting adjustments	5	-	-	-	196
Marketing, communications and access	5	-	10,257	10,257	6,628
Organisation and development	5	-	9,151	9,151	14,468
Total resources expended		<u>136,331</u>	<u>411,403</u>	<u>547,734</u>	<u>492,523</u>
Surplus for the period		<u>12,663</u>	<u>8,187</u>	<u>20,850</u>	<u>86,440</u>
Balance brought forward		108,574	88,266	196,860	110,420
Balance carried forward		<u>121,237</u>	<u>96,453</u>	<u>217,710</u>	<u>196,860</u>

None of the company's activities were acquired or discontinued during the financial periods reported on above.

A Statement of Funds is shown in Note 10 to these financial statements.

THE FOUNDATION FOR COMMUNITY DANCE
(LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL POSITION
YEAR ENDED 30 SEPTEMBER 2022

		2022		2021	
	Note	£	£	£	£
ASSETS					
Cash, cash equivalents and liquid assets:					
Bank current accounts		167,513		147,490	
Cash in hand		5		47	
Total cash, cash equivalents and liquid assets		<u>167,518</u>		<u>147,537</u>	
Tangible fixed assets					
Fixtures, fittings and equipment	6		6,989		7,120
Receivables					
Grant debtors	7	47,524		47,524	
Other receivables	7	<u>13,415</u>		<u>13,075</u>	
Total receivables			60,939		60,599
Prepayments and accrued income					
Prepayments and other debtors	7	7,431		3,073	
Taxation and social security	7	<u>1,879</u>		-	
Total prepayments and other income			9,310		3,073
Total Assets			<u>244,756</u>		<u>218,329</u>
LIABILITIES					
Payables					
Trade creditors		7,192		10,957	
Taxation and social security		6,088		277	
Accruals		13,766		10,235	
Deferred income		<u>-</u>		<u>-</u>	
			27,046		21,469
Retained earnings					
Accumulated reserve	10	97,973		88,286	
Restricted reserves	10	<u>119,737</u>		<u>108,574</u>	
Total retained earnings			217,710		196,860
Total Liabilities			<u>244,756</u>		<u>218,329</u>

The accounts have been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

These financial statements were approved and authorised for issue by the Board on 14 June 2023.

C McGrath 14 June 2023 Board Member

S Smith 14 June 2023 Board Member

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 SEPTEMBER 2022

1 Company Status

The company is limited by guarantee and has no share capital. The liability of each member is limited to £1.

2 Accounting Policies

a Basis of Accounting

The financial statements have been prepared under the historic cost accounting rules in accordance with FRS 102, and the Companies Act 2006 and follow the recommendations in Accounting and Reporting by Charities - Statement of Recommended Practice [2015]. Applicable accounting standards have been followed.

b Tangible Fixed Assets

Depreciation has been provided by the company to write off the cost or valuation less the estimated residual value of tangible fixed assets by equal instalments over their useful economic lives, as follows: -

Computer and office equipment - three years

c Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements. 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 the financial statements.

c Incoming Resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified, and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 SEPTEMBER 2022

2 Accounting Policies (continued)

d Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with use of the resources. Premises overheads have been allocated on a floor area basis and other overheads have been allocated on the basis of the head count.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Management and administration costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements

3 Corporation Tax

The company is a Registered Charity and, as such, is exempt from corporation tax. Accordingly, no provision has been made for corporation tax.

4 Surplus on Ordinary Activities	2022	2021
is stated after charging: -	£	£
Trustees' remuneration	-	-
Directors' remuneration	-	-
Auditors' remuneration	3,250	3,250
Depreciation	2,850	2,021
Rents payable under operating leases	7,825	7,825
	=====	=====

5 Resources expended

	Restricted £	Unrestricted £	Total 2022 £	2021 £
<u>Incoming resources</u>				
Grant donated income				
Arts Council England: National Portfolio Organisation grant	-	191,844	191,844	193,593
Arts Council England: Culture Recovery Fund	-	-	-	71,000
Arts Council Wales	-	2,996	2,996	14,985
National Lottery Community Fund	120,000	-	120,000	142,500
Kick Start job scheme	14,994	-	14,994	-
Leicester City Council	3,000	-	3,000	-
Parkinson's UK	2,500	-	2,500	-
	<u>140,494</u>	<u>194,840</u>	<u>335,334</u>	<u>422,078</u>
Earned income from charitable activities	-	194,889	194,889	139,776
Donations	8,500	6,522	15,022	1,712
Management transfers	-	23,339	23,339	15,397
TOTAL	<u>148,994</u>	<u>419,590</u>	<u>568,584</u>	<u>578,963</u>
<u>Resources expended</u>				
Charitable activities				
Safeguarding and civil liability insurances	-	56,517	56,517	58,472
Short courses & training programmes	13,270	13,754	27,024	10,903
Animated magazine	-	3,532	3,532	900
Artwork Alliance	-	10,700	10,700	9,309
Living Well with Parkinsons	64,835	-	64,835	80,253
11 Million Reasons to Dance	-	2,503	2,503	17,258
Online learning	-	773	773	5,108
Early Years Dance	-	3,360	3,360	4,340
	<u>78,105</u>	<u>91,139</u>	<u>169,244</u>	<u>186,543</u>
Staff costs				
Core salaries	58,226	245,442	303,668	235,423
Staff travel expenses	-	2,571	2,571	-
Pension contributions	-	7,293	7,293	6,171
	<u>58,226</u>	<u>255,306</u>	<u>313,532</u>	<u>241,594</u>
Overheads & administration				
Premises costs (rent, rates, heat & light)	-	16,890	16,890	16,861
Other staff costs	-	3,186	3,186	1,262
Banking and payment processing charges	-	8,541	8,541	5,277
Printing, postage & stationery	-	5,487	5,487	8,995
Other office running costs	-	2,657	2,657	3,352
Professional fees	-	514	514	2,076
Auditors remuneration	-	3,025	3,025	3,250
	<u>-</u>	<u>40,300</u>	<u>40,300</u>	<u>41,073</u>
<u>Resources expended c/fwd</u>	<u>136,331</u>	<u>386,745</u>	<u>523,076</u>	<u>469,210</u>

5 Resources expended (continued)

	Restricted £	Unrestricted £	Total 2022 £	2021 £
<u>Resources expended b/fwd</u>	136,331	386,745	523,076	469,210
Governance & Board costs				
Travel expenses paid to Trustees	-	1,077	1,077	-
Other Board costs	-	1,323	1,323	-
	-	2,400	2,400	-
Capital depreciation	-	2,850	2,850	2,021
Bad debts and other write-offs	-	0	0	196
Marketing, communications & access				
Design, print & distribution	-	9,817	9,817	5,803
Access costs	-	440	440	825
	-	10,257	10,257	6,628
Organisational development				
Staff training & development costs	-	9,151	9,151	14,468
	-	9,151	9,151	14,468
Total resources expended	136,331	411,403	547,734	492,523

No member of staff received emoluments in excess of £60,000 (2021 £60,000).

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2022

6 Tangible Fixed Assets

Equipment
£

Cost

As at 1 October 2021	71,738
Additions during the year	4,719
As at 30 September 2022	<u>76,457</u> =====

Accumulated Depreciation

As at 1 October 2021	66,618
Charge for the year	2,850
As at 30 September 2021	<u>69,468</u> =====

Net Book Value

As at 30 September 2021	<u>4,174</u> =====
As at 30 September 2022	<u>6,989</u> =====

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2022

7	Debtors	2022	2021
		£	£
	Receivables and grant debtors	58,791	58,451
	Other debtors	-	-
	Prepayments	9,310	3,073
	Tenancy deposit	2,148	2,148
		<u>70,249</u>	<u>63,672</u>
		=====	=====

8 Holiday pay accruals

The company's holiday period runs from 1st October to 30th September. The holiday pay accrual is zero.

9 Lease Commitments

Annual commitments under non-cancellable operating leases are as follows: -

	2022	2021
	£	£
Operating leases which expire within one year		
land and buildings	2,022	2,022
	=====	=====

THE FOUNDATION FOR COMMUNITY DANCE
(LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS (CONTINUED)
YEAR ENDED 30 SEPTEMBER 2022

10. Statement of Funds

	B/Fwd	Incoming	Outgoing	Transfer	C/Fwd
Unrestricted funds	87,597	419,590	402,984	(8,419)	95,784
Designated funds (Capital and premises)	2,189	-	-		2,189
Total unrestricted funds	89,786	419,590	402,984	(8,419)	97,973
Restricted funds					
Live Well and Dance for Parkinson's Partnership	107,074	120,000	117,081	-	109,993
Other restricted funds	-	28,994	27,669	8,419	9,744
Total restricted funds	107,074	148,994	144,750	8,419	119,737
	196,860	568,584	547,734	-	217,710

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2022

11 Trustees' Expenses

Included within personnel Resources Expended as detailed in note 5 is an amount of £nil (2020 £2,085) relating to travel and other expenses incurred by the trustees which have been reimbursed by the company.

12 Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	Total
	£	£	£
Tangible fixed assets	6,989	-	6,989
Current assets	118,030	119,737	237,767
Current liabilities	(27,046)	-	(27,046)
Net Assets at 30 September 2021	97,973	119,737	217,710
	=====	=====	=====

FOUNDATION FOR COMMUNITY DANCE

England & Wales - Charity number 328392

Accounts

FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

Trading as People Dancing

30 SEPTEMBER 2021

FOUNDATION FOR COMMUNITY DANCE

COMPANY INFORMATION

AT 30 SEPTEMBER 2021

Incorporated:	in England on 22 August 1989
Company Number:	2415458
Registered Charity Number:	328392
Board:	Anand Bhatt BEM Paul Kaynes (Co-Vice Chair) Dr Gillie Kleiman Carolyn Lappin (Co-Vice Chair) Dr Kate Marsh Louise Marshall Dr Ruth Pethybridge Dylan Quinn (Co-Vice Chair) Iona Waite Ruby Wolk Catherine Young
Secretary:	Christopher Stenton (Executive Director & Chief Executive)
Registered Office:	LCB Depot 31 Rutland Street, Leicester, LE1 1RE
Bankers:	Bank of Scotland 8 Humberstone Gate, Leicester, LE1 3PH Co-operative Bank 77-79 Market Place, Leicester, LE1 5EN
Solicitors:	Russell Cooke LLP 2 Putney Hill, London, SW15 6AB
Auditors:	PWH Accountancy Limited The Counting House, High Street Lutterworth, Leicestershire, LE17 4AY

**FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2021**

1. The Board

Anand Bhatt BEM
Scilla Dyke MBE (Chair, until date of resignation) [Resigned 17 February 2021]
Paul Kaynes (Co-Vice Chair)
Dr Gillie Kleiman
Carolyn Lappin (Co-Vice Chair)
Dr Kate Marsh [resigned 10 November 2021]
Louise Marshall
Dr Ruth Pethybridge
Dylan Quinn (Co-Vice Chair)
Dr Sue Smith (Chair, from date of appointment) [Appointed 20 October 2021]
Iona Waite
Ruby Wolk
Catherine Young

2. Principal Activities

The Company is a Registered Charity and its principal object, as detailed in the Memorandum and Articles of Association, continued to be the public advancement of education in dance and other related arts. The Charity meets its principal objective, and duty under section 4 of the Charities Act 2011, through a programme of open-access and public-facing programmes that increase inclusion and participation in dance by everyone; and by supporting, through information and knowledge exchange, the people and organisations that deliver local dance activities to ensure their public provision is safe and of high quality.

3. Responsibilities of the Board

Company law requires the members of the Board to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Company. In preparing those financial statements the Board is required to select suitable accounting policies and apply them consistently, make judgments and estimates that are reasonable and prudent, ensure that applicable accounting standards have been followed and prepare the financial statements on the going concern basis unless it is appropriate to presume that the Company will not continue in operation. The Board is satisfied that it has adequate resources to continue in operation for the foreseeable future. The Board has taken reasonable steps to:

- Ensure that funds granted by funding bodies are used only for the purposes for which they have been given and in accordance with any funding agreements and any other conditions prescribed
- Ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources
- Safeguard the assets of the company and prevent and detect fraud
- Secure the economical, efficient, and effective management of the company's resources and expenditure.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2021
[continued]

4. Internal Financial Control

The key elements of the company's financial control include the following:

- Regular examination and scrutiny of budgets through Executive Team (senior posts) meetings and with budget holders
- Medium-term and annual planning, including income, expenditure and cash flow budgets
- Regular reviews of planning milestones and risk management, including quarterly reviews of financial results with variance reporting and forecast outturns, through the Finance and Governance Committee and the Board
- The adoption of the recommendations in Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) [2015]

Legal Structure: The Foundation for Community Dance is a company limited by guarantee and a registered charity. There are currently 11 members who guarantee £1 each. The Directors and Trustees, all of whom are members, can be found listed on page one.

5. Structure, Governance and Management

The Board holds quarterly meetings, together with development sessions and away-days as appropriate. There is one standing Committee of the Board – the Finance and Governance Committee – with a specific brief to oversee financial, personnel and other operational matters. This Committee meets at least four times each year and reports directly to the Board, including the recommendation of approval of management accounts and statutory accounts. Other time-limited working groups are established according to need with a brief to support or advise on aspects of the organisation's programme and to which in, additional to board members, people external to the Board may be invited to join. The Board, its committees and working groups are all subject to agreed Terms of Reference.

The primary responsibility for the company is vested in the Board but day-to-day management and Chief Executive functions are delegated to the Executive Director. The Board agrees policy, development strategies and plans, overarching programmes and budgets. The Board develop these with the Executive Team and reviews the implementation and effectiveness of these decisions.

The Board devolves day-to-day responsibility for financial management and control to the Executive Director and Executive Team, and they implement systems together with reporting and planning mechanisms set by the Board (see 4, above). Management accounts are produced monthly, on an actual/forecast basis, and formally reported to the Board quarterly following detailed scrutiny by the Finance & Governance Committee. Bank reconciliations are carried out weekly. All outgoing payments are subject to a two-stage approval process, and when cheques are issued two signatures are required.

The Board leads the recruitment and selection of the Executive Director; supports the Executive Director in the recruitment and selection of the Executive Team; and agrees the establishment of new permanent posts or of material changes made to existing permanent posts. The Executive Team are responsible for recruitment of all other existing permanent posts, and of fixed-term project staff where the cost is included within approved project budgets. The Board review remuneration arrangements annually as part of the annual, and longer-term, budget setting process.

The Board undertakes team and skills development. New members receive an induction and written guidance e.g. Terms of Reference for Board Members and Committees, and materials from the Charity Commission and Companies House. Where specific needs are identified, training support is provided. The Board undertakes a periodic audit of current skills, knowledge and experience regularly.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2021
[continued]

Appointments to the Board: The Board reviews recruitment and retention annually. The Chair and Vice Chair(s) are nominated and appointed by the Board from within their own number. Where vacancies arise or are anticipated, the Board appoints a task group to consider proposals from existing Board members and the Executive Team, and considers what external recruitment should be undertaken, and the appropriate process for this. Appointments are made for a term of up to six years.

Reserves Policy: The Board forecast that levels of unrestricted reserves held in the general fund are sufficient in the short-term but and that an available reserve of at least £90,000 is appropriate at the current time. The company is on target to achieve this by September 2022 through annual business plan targets and budgeting for an annual operating surplus in the general fund. The Finance & Governance Committee will review the Reserves Policy and make recommendation to the Board for adoption from October 2022.

At the 2020/21 period end, in addition to Restricted Reserve funds of £108,574, there was a surplus in total Unrestricted Funds of £88,286 (£62,620 at 30 September 2020). This includes a Capital and Premises Designated Reserve of £2,189. No funds are in deficit.

Risk Management: The Board reviewed and assessed major financial and operational risks, including legislative, structural, and environmental changes to which the charity might be exposed, and the ongoing disruption and risk potential of the Covid-19 pandemic. They are satisfied that systems and procedures are in place, both to limit exposure to these risks and, where exposure could exist, be able to manage this in a safe, informed, and responsible manner. An open and receptive approach to solving risk problems is adopted by the Board and Executive Team. A rolling Development Plan is updated annually and sets out strategic objectives, against which the Board reviews progress and risk quarterly.

Financial Results: These accounts report on 12 months from 1 October 2020 to 30 September 2021. Comparative figures shown in these accounts are for the 12-month period 1 October 2019 – 30 September 2020. Our income for the period was £578,963 [£512,925 in 2020] and expenditure £492,523 [£510,870 in 2020]. The financial turnover of the organisation is subject to annual fluctuations, which reflect programmes and activities in any given year. Legally required shutdowns in the economy and social distancing measures, as a result of the Covid-19 pandemic, continued to negatively affect unrestricted earned income streams in the year prior to May 2021. The financial impacts of this were mitigated using a budget contingency, short-term savings on operations and programmes and a grant of £71,000 from the Culture Recovery Fund received in October 2020. This grant supported the organisation's financial sustainability during this exceptional year and included the sum of £15,000 to increase general reserves as an additional bolster for the organisation's ability to manage unknown financial impacts of unexpected circumstances. This grant also enabled development and planning work to be undertaken to help ensure the business model is fit for purpose in the new operating environment.

We ended the year 2021 with an operating surplus of £86,440, of which £25,666 is unrestricted and £60,774 is restricted [£2,055 unrestricted surplus in 2020]. An analysis of reserves is shown in Note 10 to the accounts. A breakdown of expenditure is given in Note 5. Cash flow remained comfortable throughout the year, and there were no exceptional circumstances other than those associated with the Covid-19 pandemic, described above, that affected the final outturn for 2021.

Funds available: The Board is optimistic about the financial security of the Company, considers its financial position to be satisfactory and believes that present levels of funding are adequate to support its principal charitable objects. An extension to National Portfolio Funding (NPO) from Arts Council England to March 2023 was secured, with unrestricted funds offered of £193,593 for this period. A significant project grant of £475,000 received from the National Lottery Community Fund continues to support the organisation's health and wellbeing work until March 2024.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2021
[continued]

6. Review of the Year's Activities

The Foundation for Community Dance (trading as People Dancing) has a **vision** of a world where dance makes a positive difference. Its **mission** is to make engagement with dance important and relevant to individuals, communities and society.

The organisation's work helps to provide leadership for and within community and participatory dance in England, the UK and beyond. Development activities undertaken and services provided in the year focused on driving up quality through excellent and inclusive dance practices, increasing diversity through reaching new audiences and participants, and striving for increased sustainability of the organisation. Work is underpinned by **values** defining how we work:

- **Excellence** in participation and progression in dance for all
- **Inclusion** is at the heart of what we do and why we do it
- **Collaborative** actions give greater strength and voice to all involved
- **Openness** in our working practices.

The Board-approved Development Plan is reviewed annually. This plan sets out the three Strategic Aims that form the basis for delivering activities and services, and undertaking fundraising and organisational development:

1. Take a strategic overview and have UK-wide and international reach, acting as a driving force in developing excellence, nurturing talent and strengthening resilience, and ensuring provision and practice is networked and fit for purpose:

The arts sector continued to experience considerable disruption because of the Pandemic, and indeed in-person dance activity was not legally allowed for a good proportion of 2020/21. The economic impact on the organisation's users and beneficiaries – dancers, teaching artists, community practitioners and arts organisations - was severe, with much dance activity ceasing or moving to free of charge online activities prior to May 2021.

Supporting our users though this time, as in 2020, continued to be the focus of our work. This included providing guidance about the implications of social distancing and social gathering measures and producing detailed materials about Covid-secure risk assessments. The organisation continued to deliver its training programme, information, and membership services online to offer increased support to dancers, teaching artists and practitioners working in and with communities. There were: 779 attendances and 4,689 engagements with our programme of 51 digital events and networks, Perspectives on Practice, and other online learning opportunities; 98,000 website users and 18,000 followers on social media. Access to events was free of charge for members.

We continued to increase digital reach through a website, blogs, social media platforms, e-newsletters and publishing. Pioneering online programmes that enable people to learn at their own pace helped to improve accessibility and affordability through digital technologies. Targeted publications continued to promote excellence in community dance by culturally diverse dance artists, promoting inclusion, diversity and quality in community dance. Extensive international connections provided broader context and opportunities for critical debate.

The organisation continued to offer flexibility around membership renewals, and operated generously with the provision of information, guidance, and signposts to sources of support. We continued to provide membership services to enable dance artists and practitioner to work safely with public, including a safeguarding and Disclosure and Barring Service, updated to reflect safeguarding in online provision. It is notable that, as recovery from the Pandemic continues, the organisation's level of membership in September 2021 exceeded pre-pandemic levels.

**FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2021
[continued]**

Work continued to establish an Awarding Organisation, named Participatory Arts Qualifications (PAQ), and through this offer nationally recognised qualifications for dance artists and leaders. This significant undertaking has been steered by the Board Working Group established to support this development, which included analysis of different legal models for the organisation, and risk management issues. The result of this work will be felt in 2022 by both beneficiaries and organisation: PAQ will be established legally as a wholly owned subsidiary of Foundation for Community Dance, with an application to Ofqual for recognition. Profits of PAQ will be transferred to the parent charity using the Gift Aid scheme.

2. Develop and sustain strategic alliances and partnerships to create new opportunities for individuals and communities to participate:

Networks - including the Early Years Dance Network, to better support and engage artists and practitioners working in dance with young children and their families/carers, and the 11 Million Reasons to Dance Network continued to provide a national focus for artists and organisations committed to inclusive practice and better serving disabled people as participants and audience members.

Advocacy and representation – we were an active member of: ArtWorks Alliance, the UK-wide network for participatory arts; a Strategic Alliance Member of the Culture, Health and Wellbeing Alliance; a partner in the MARCH Mental Health Network; and a member of the UK Dance Network.

Continued leadership of Live Well & Dance with Parkinson's – this National Lottery Community Fund funded programme is built around local delivery partnerships and national strategic partnerships of 46 organisations and activists. It aims to increase provision, improve quality, and identify a diversity of approaches to developing this work and the conditions of success required to scale up.

We were thrilled to work with a consortium of Welsh partners to deliver 11 Million Reasons to Dance: Cymru a strategic programme of activity that supported the development of inclusive dance practice, with funding from Arts Council Wales. The project also supported four creative projects working with disabled participants in communities across Wales. Project participants worked with internationally renowned photographer Philip Hatcher-Moore and took part in a photography shoot that launched a brand-new bilingual Welsh photography exhibition available online.

Partners for change - we worked collaboratively with a diversity of organisations in dance, the arts and education to effect positive change and help achieve greater equality, equity and inclusion. Examples include Dance Umbrella, One Dance UK, Sound Sense, Serendipity, Curve Theatre, Dance Base, Rubicon Dance/Wales-Wide Training Programme, English National Ballet, Protein Dance, Safe in Dance International, Urban Playground, Attenborough Arts, Artis Community, Dawns I Bawb, Impelo, New Dance, Mark Morris Dance Group/Dance for PD, English Folk Dance and Song Society, Para Dance UK and De Montfort University.

3. Build organisational capacity, resources and resilience, including digital knowledge and innovation, through the critical contribution of staff whilst remaining true to Vision, Mission and Values:

The organisation remained a National Portfolio Organisation (NPO) of Arts Council England, with a four-year funding agreement from 1 April 2018 that provided £193,593 in unrestricted funding extended to March 2023 as the result of the Pandemic. This funding enables the organisation to deliver agreed work, supports plans for additional fundraising and organisational development activities that contribute to ongoing organisational stability and sustainability.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2021
[continued]

The Board met five times and the Finance and Governance Committee met four times in the year. Policies and procedures were reviewed as needed by the Board in the year and updated where required. Robust reporting to the Board about risk identification and mitigation was implemented in the year. Progress against the business plan was monitored with regular updates provided for the Board. Risk Register is maintained and updated regularly. Whilst new short-term risks and disruption associated with Covid-19 continued, no other material or longer-term increases in risk were identified in the year

The organisation offers sincere thanks to Scilla Dyke MBE, Chair of the Board, for providing inspirational leadership to the Board and staff during a time of unprecedented challenges. Scilla stepped down from the Board in February 2021 and accepted the Board's invitation to become a Patron of the organisation. Recruitment for a new Chair commenced in April 2021, through an open application process. The Board were delighted to appoint Sue Smith as Chair at the AGM in October 2021.

The Executive Team is led by the Executive Director and includes the posts of Director of Learning, Director of Engagement, Director of Live Well & Dance, and Operations Director. Together they provide effective artistic and organisational leadership, enabling the organisation to better meet ambitions for diversity within activities and services. The capacity and oversight provided by the Executive Team has positively supported growth and development priorities. Professional development and training opportunities are offered to and taken up by all staff within the organisation.

Continued self-evaluation reassured us that programmes remained of high quality, we understand user needs, and that provision meets need. Data provided a range of intelligence and statistical information to aid planning and to help ensure relevance. We remain committed to reducing our carbon footprint and environmental impact in office-based and programme activities.

The organisation's Equality Action Plan is reviewed regularly by the Board to reflect current contexts, organisational ambitions, evaluation and data collection. The organisation's ethos and work are rooted in an understanding of equality based on diverse cultures and communities within a modern British context and their engagement with dance. Alongside this the organisation works with knowledge of legislative frameworks as they relate to equality issues and protected characteristics.

The Pandemic affected both core income from membership fees and professional development course fees. As described above in section 5, Financial Result, the organisation was able to manage these impacts through temporary budget adjustments and cost savings and accessing available support together including a grant from the Culture Recovery Fund, meaning the organisation was able to maintain financial stability as recovery from the pandemic unfolds.

Membership, services and training programmes generated income of £139,776 of turnover (£171,778 / 34% in 2020), unrestricted grant funding of £264,593 (£203,593 in 2020) and restricted grant funding of £158,285 (£97,964 in 2020). Grant funding was received from Arts Council England, Arts Council Wales and the National Lottery Community Fund.

Looking to the future, the organisation's refreshed Development Plan will guide the organisation forward, support organisational recovery from Covid-19, and enable progression of its charitable objectives of public advancement in the art of dance.

By Order of The Board
C Stenton, Secretary

18 August 2022

FOUNDATION FOR COMMUNITY DANCE
(LIMITED BY GUARANTEE)
STATEMENT OF THE BOARD'S RESPONSIBILITIES

Company law requires the Board to prepare financial statements for each financial year and to be satisfied that the financial statements give a true and fair view. Under that law the Board have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board is responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

Directors:

C Lappin, 18 August 2022

P Kaynes, 18 August 2022

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF THE FOUNDATION FOR COMMUNITY DANCE LIMITED

We have audited the financial statements of The Foundation for Community Dance Limited for the year 30 September 2021 which comprise the Statement of Financial Position, the Statement of Income and Expenditure, Statement of Changes in Equity and the related notes.

Significant accounting policies

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and FRS 102 which is the Financial Reporting Standard applicable to United Kingdom and Republic of Ireland.

Information and judgements

Information and judgements that the Foundation has applied in preparing these accounts are based on the carrying amounts of all income, expenses, assets and liabilities as at the end of the financial year subject to any adjustments mentioned in the accounts and in the notes and disclosures to the accounts

Estimation Techniques

There were no assumptions made concerning the future or estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Apart from this, there is nothing to report under FRS 102 section 8.7.

This report is made solely to the Foundation'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 Foundation'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 Foundation and the Foundation's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement set out on page 9, 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.

Our responsibility is to audit and express opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). These standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm

Continued....

**REPORT OF THE INDEPENDENT AUDITOR
TO THE MEMBERS OF THE FOUNDATION FOR COMMUNITY DANCE LIMITED**

Continued...

Opinion

In our opinion the financial statements

- give a true and fair view of the state of the Foundation's affairs as at 30 September 2021 and of its income and expenditure for the year ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and in particular in accordance with FRS 102 and also in accordance with the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2016

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the accounts

Matters on which we are required to report by exception

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

- proper books of account have not been kept by the Foundation in accordance with the requirements of the legislation; or
- the 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 obtained all the information and explanations necessary for the purpose of our audit.

Roger A Platt FCA
Senior Statutory Auditor
For and on behalf of
PWH Accountancy Ltd
Statutory Auditors
The Counting House
High Street
Lutterworth
Leicestershire LE17 4AY

18 August 2022

THE FOUNDATION FOR COMMUNITY DANCE
(LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 30 SEPTEMBER 2021

	Note	Restricted	Unrestricted	Total 2021	2020
<u>Incoming resources</u>					
Arts Council England: National Portfolio Organisation grant		-	193,593	193,593	193,593
Arts Council England: Culture Recovery Fund		-	71,000	71,000	-
Arts Council Wales		14,985	-	14,985	10,579
National Lottery Community Fund		142,500	-	142,500	80,000
Leicester City Council		-	-	-	10,000
The Meadowbrook Trust		-	-	-	3,135
Parkinson's Equip		-	-	-	4,250
		157,485	264,593	422,078	301,557
Earned income from charitable activities		-	139,776	139,776	171,778
Covid Job Retention Scheme		-	-	-	18,134
Donations		800	912	1,712	2,297
Other income		-	-	-	-
Management transfers		-	15,397	15,397	19,159
TOTAL		158,285	420,678	578,963	512,925
<u>Resources expended</u>					
Charitable activities	5	97,511	89,032	186,543	191,850
Staff costs	5	-	241,594	241,594	271,296
Overheads and administration	5	-	41,073	41,073	33,899
Governance and Board costs	5	-	-	-	2,804
Capital depreciation	5	-	2,021	2,021	812
Bad debts and accounting adjustments	5	-	196	196	487
Marketing, communications and access	5	-	6,628	6,628	8,222
Organisation and development	5	-	14,468	14,468	1,500
Total resources expended		97,511	395,012	492,523	510,870
Surplus for the period		60,774	25,666	86,440	2,055
Balance brought forward		47,800	62,620	110,420	108,365
Balance carried forward		108,574	88,286	196,860	110,420

None of the company's activities were acquired or discontinued during the financial periods reported on above.

A Statement of Funds is shown in Note 10 to these financial statements.

THE FOUNDATION FOR COMMUNITY DANCE
(LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL POSITION
YEAR ENDED 30 SEPTEMBER 2021

		2021		2020	
	Note	£	£	£	£
ASSETS					
Cash, cash equivalents and liquid assets:					
Bank current accounts		147,490		64,559	
Cash in hand		<u>47</u>		<u>53</u>	
Total cash, cash equivalents and liquid assets			147,537		64,612
Tangible fixed assets					
Fixtures, fittings and equipment	6		7,120		4,174
Receivables					
Grant debtors	7	46,024		47,524	
Other receivables	7	<u>13,075</u>		<u>13,425</u>	
Total receivables			59,099		60,949
Prepayments and accrued income					
Prepayments and other debtors	7	4,573		17,015	
Accrued income	7	<u>-</u>		<u>-</u>	
Total prepayments and other income			4,573		17,015
Total Assets			<u>218,329</u>		<u>146,750</u>
LIABILITIES					
Payables					
Trade creditors		10,957		12,336	
Taxation and social security		277		20,009	
Accruals		10,235		3,985	
Deferred income		<u>-</u>		<u>-</u>	
			21,469		36,330
Retained earnings					
Accumulated reserve	10	88,286		62,620	
Restricted reserves	10	<u>108,574</u>		<u>47,800</u>	
Total retained earnings			196,860		110,420
Total Liabilities			<u>218,329</u>		<u>146,750</u>

The accounts have been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small com

These financial statements were approved and authorised for issue by the Board on 18 August 2022.

..... 18 August 2022

Board Members

..... 18 August 2022

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 SEPTEMBER 2021

1 Company Status

The company is limited by guarantee and has no share capital. The liability of each member is limited to £1.

2 Accounting Policies

a Basis of Accounting

The financial statements have been prepared under the historic cost accounting rules in accordance with FRS 102, and the Companies Act 2006 and follow the recommendations in Accounting and Reporting by Charities - Statement of Recommended Practice [2015]. Applicable accounting standards have been followed.

b Tangible Fixed Assets

Depreciation has been provided by the company to write off the cost or valuation less the estimated residual value of tangible fixed assets by equal instalments over their useful economic lives, as follows: -

Computer and office equipment - three years

c Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements. 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 the financial statements.

c Incoming Resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified, and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 SEPTEMBER 2021

2 Accounting Policies (continued)

d Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with use of the resources. Premises overheads have been allocated on a floor area basis and other overheads have been allocated on the basis of the head count.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Management and administration costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements

3 Corporation Tax

The company is a Registered Charity and, as such, is exempt from corporation tax. Accordingly, no provision has been made for corporation tax.

4 Surplus on Ordinary Activities	2021	2020
is stated after charging: -	£	£
Trustees' remuneration	-	-
Directors' remuneration	-	-
Auditors' remuneration	3,250	3,000
Depreciation	2,021	812
Rents payable under operating leases	7,825	7,825
	=====	=====

THE FOUNDATION FOR COMMUNITY DANCE
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 SEPTEMBER 2021

5 Resources expended

	Restricted £	Unrestricted £	Total 2021 £	2020 £
<u>Incoming resources</u>				
Grant donated income				
Arts Council England: National Portfolio Organisation grant	-	193,593	193,593	193,593
Arts Council England: Culture Recovery Fund	-	71,000	71,000	-
Arts Council Wales	14,985	-	14,985	10,579
National Lottery Community Fund	142,500	-	142,500	80,000
Leicester City Council	-	-	-	10,000
The Meadowbrook Trust	-	-	-	3,135
Parkinson's Equip	-	-	-	4,250
The Baring Foundation	-	-	-	-
	<u>157,485</u>	<u>264,593</u>	<u>422,078</u>	<u>301,557</u>
Earned income from charitable activities	-	139,776	139,776	171,778
Covid Job Retention Scheme	-	-	-	18,134
Donations	800	912	1,712	2,297
Other income	-	-	-	1
Management transfers	-	15,397	15,397	19,159
Bank interest	-	-	-	-
TOTAL	<u>158,285</u>	<u>420,678</u>	<u>578,963</u>	<u>512,926</u>
<u>Resources expended</u>				
Charitable activities				
Safeguarding and civil liability insurances	-	58,472	58,472	65,342
Short courses & training programmes	-	10,903	10,903	14,241
Animated magazine	-	900	900	7,860
Artwork Alliance	-	9,309	9,309	13,275
Living Well with Parkinsons	80,253	-	80,253	82,525
11 Million Reasons to Dance	17,258	-	17,258	3,198
Online learning	-	5,108	5,108	-
Early Years Dance	-	4,340	4,340	5,409
	<u>97,511</u>	<u>89,032</u>	<u>186,543</u>	<u>191,850</u>
Staff costs				
Core salaries	-	235,423	235,423	254,752
Staff travel expenses	-	-	-	9,908
Pension contributions	-	6,171	6,171	6,636
	<u>-</u>	<u>241,594</u>	<u>241,594</u>	<u>271,296</u>
Overheads & administration				
Premises costs (rent, rates, heat & light)	-	16,861	16,861	12,865
Other staff costs	-	1,262	1,262	-
Banking and payment processing charges	-	5,277	5,277	5,965
Printing, postage & stationery	-	8,995	8,995	10,129
Other office running costs	-	3,352	3,352	1,940
Professional fees	-	2,076	2,076	-
Auditors remuneration	-	3,250	3,250	3,000
	<u>-</u>	<u>41,073</u>	<u>41,073</u>	<u>33,899</u>
<u>Resources expended c/fwd</u>	<u>97,511</u>	<u>371,699</u>	<u>469,210</u>	<u>497,045</u>

THE FOUNDATION FOR COMMUNITY DANCE
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 SEPTEMBER 2021

5 Resources expended (continued)

	Restricted £	Unrestricted £	Total 2021 £	2020 £
Resources expended b/fwd	97,511	371,699	469,210	497,045
Governance & Board costs				
Travel expenses paid to Trustees	-	-	-	2,085
Other Board costs	-	-	-	719
	-	-	-	2,804
Capital depreciation	-	2,021	2,021	812
Bad debts and other write-offs	-	196	196	486
Marketing, communications & access				
Design, print & distribution	-	5,803	5,803	8,138
Access costs	-	825	825	84
	-	6,628	6,628	8,222
Organisational development				
Staff training & development costs	-	14,468	14,468	1,500
Board Retreat costs	-	-	-	-
	-	14,468	14,468	1,500
Total resources expended	97,511	395,012	492,523	510,869

No member of staff received emoluments in excess of £60,000 (2020 £60,000).

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2021

6 Tangible Fixed Assets

Equipment
£

Cost

As at 1 October 2020	66,771
Additions during the year	4,967
As at 30 September 2021	<u>71,738</u> =====

Accumulated Depreciation

As at 1 October 2020	62,597
Charge for the year	2,021
As at 30 September 2021	<u>64,618</u> =====

Net Book Value

As at 30 September 2021	<u>7,120</u> =====
As at 30 September 2020	<u>4,174</u> =====

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2021

7	Debtors	2021	2020
		£	£
	Receivables and grant debtors	59,099	60,949
	Other debtors	2,424	9,976
	Prepayments	-	4,891
	Tenancy deposit	2,148	2,148
		63,671	77,964
		=====	=====

8 Holiday pay accruals

The company's holiday period runs from 1st October to 30th September. The holiday pay accrual is zero.

9 Lease Commitments

Annual commitments under non-cancellable operating leases are as follows: -

	2021	2020
	£	£
Operating leases which expire within one year		
land and buildings	2,022	2,022
	=====	=====

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2021

10. Statement of Funds

	B/Fwd	Incoming	Outgoing	Transfer	C/Fwd
Unrestricted funds	60,431	420,678	395,012	-	86,097
Designated funds (Capital and premises)	2,189	-	-	-	2,189
Total unrestricted funds	62,620	420,678	395,012	-	88,286
Restricted funds					
Live Well and Dance for Parkinson's Partnership	46,300	142,500	80,226	-	108,574
11 Million Reasons to Dance: Cymru (Arts Council Wales)	1,500	14,985	16,485	-	-
Other restricted funds	-	800	800	-	-
Total restricted funds	47,800	158,285	97,511	-	108,574
	110,420	578,963	492,523	-	196,860

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2021

11 Trustees' Expenses

Included within personnel Resources Expended as detailed in note 5 is an amount of £nil (2020 £2,085) relating to travel and other expenses incurred by the trustees which have been reimbursed by the company.

12 Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	Total
	£	£	£
Tangible fixed assets	7,120	-	7,120
Current assets	102,634	108,574	211,208
Current liabilities	(21,469)	-	(21,469)
Net Assets at 30 September 2021	88,285 =====	108,574 =====	196,859 =====

Accounts

FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

Trading as People Dancing

30 SEPTEMBER 2020

FOUNDATION FOR COMMUNITY DANCE

COMPANY INFORMATION

AT 30 SEPTEMBER 2020

Incorporated: in England on 22 August 1989

Company Number: 2415458

Registered Charity Number: 328392

Board:

- Anand Bhatt
- Scilla Dyke MBE (Chair) [resigned 17 February 2021]
- Paul Kaynes (Co-Vice Chair)
- Dr Gillie Kleiman
- Carolyn Lappin (Co-Vice Chair)
- Dr Kate Marsh
- Louise Marshall
- Dr Ruth Pethybridge
- Dylan Quinn (Co-Vice Chair)
- Iona Waite
- Ruby Wolk
- Catherine Young

Secretary: Christopher Stenton (Executive Director & Chief Executive)

Registered Office: LCB Depot
31 Rutland Street, Leicester, LE1 1RE

Bankers:

- Bank of Scotland
8 Humberstone Gate, Leicester, LE1 3PH
- Co-operative Bank
77-79 Market Place, Leicester, LE1 5EN

Solicitors: Russell Cooke LLP
2 Putney Hill, London, SW15 6AB

Auditors: PWH Accountancy Limited
The Counting House, High Street
Lutterworth, Leicestershire, LE17 4AY

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2020

1. The Board

Patricia Abraham [resigned 29 January 2020]
Helen Angove [resigned 29 January 200]
Anand Bhatt
Scilla Dyke MBE (Chair, from appointment) [appointed 29 January 2020]
Dr Sara Houston (Chair, until resignation) [resigned 29 January 2020]
Paul Kaynes (Co-Vice Chair)
Dr Gillie Kleiman
Carolyn Lappin (Co-Vice-Chair)
Dr Kate Marsh
Louise Marshall
Dr Ruth Pethybridge
Dylan Quinn (Co-Vice-Chair)
Iona Waite [appointed 4 May 2020]
Ruby Wolk [appointed 4 May 2020]
Catherine Young [appointed 4 May 2020]

2. Principal Activities

The Company is a Registered Charity and its principal object, as detailed in the Memorandum and Articles of Association, continued to be the public advancement of education in dance and other related arts. The Charity meets its principal objective, and duty under section 4 of the Charities Act 2011, through a programme of open-access and public-facing programmes that increase inclusion and participation in dance by everyone; and by supporting, through information and knowledge exchange, the people and organisations that deliver local dance activities to ensure their public provision is safe and of high quality.

3. Responsibilities of the Board

Company law requires the members of the Board to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Company. In preparing those financial statements the Board is required to select suitable accounting policies and apply them consistently, make judgments and estimates that are reasonable and prudent, ensure that applicable accounting standards have been followed and prepare the financial statements on the going concern basis unless it is appropriate to presume that the Company will not continue in operation. The Board is satisfied that it has adequate resources to continue in operation for the foreseeable future. The Board has taken reasonable steps to:

- Ensure that funds granted by funding bodies are used only for the purposes for which they have been given and in accordance with any funding agreements and any other conditions prescribed
- Ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources
- Safeguard the assets of the company and prevent and detect fraud
- Secure the economical, efficient and effective management of the company's resources and expenditure.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2020
[continued]

4. Internal Financial Control

The key elements of the company's financial control include the following:

- Regular examination and scrutiny of budgets through Executive Team (senior posts) meetings and with budget holders
- Medium-term and annual planning, including income, expenditure and cash flow budgets
- Regular reviews of planning milestones and risk management, including quarterly reviews of financial results with variance reporting and forecast outturns, through the Finance and Governance Committee and the Board
- The adoption of the recommendations in Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) [2015]

Legal Structure: The Foundation for Community Dance is a company limited by guarantee and a registered charity. There are currently 11 members who guarantee £1 each. The Directors and Trustees, all of whom are members, can be found listed on page one.

5. Structure, Governance and Management

The Board holds quarterly meetings, together with development sessions and away-days as appropriate. There is one standing Committee of the Board – the Finance and Governance Committee – that has a specific brief to oversee financial, personnel and other operational matters. This Committee meets at least three times each year and reports directly to the Board, including the recommendation of approval of management and statutory accounts. Other time-limited working groups are established according to need with a brief to support or advise on aspects of the organisation's programme and to which in, additional to board members, people external to the Board may be invited to join. The Board, its committee(s) and working groups are all subject to agreed Terms of Reference.

The primary responsibility for the company is vested in the Board but day-to-day management and Chief Executive functions are delegated to the Executive Director. The Board agrees policy, development strategies and plans, programmes and budgets. The Board develop these with the Executive Team and reviews the implementation and effectiveness of these decisions.

The Board devolves day-to-day responsibility for financial management and control to the Executive Director who, with the Executive Team, implements systems, reporting and planning mechanisms set by the Board (see 4, above). Management accounts are produced monthly, on an actual/forecast basis, and formally reported to the Board quarterly. Bank reconciliations are carried out weekly. All outgoing payments are subject to a two-stage approval process, and when cheques are issued two signatures are required.

The Board leads the recruitment and selection of the Executive Director; supports the Executive Director in the recruitment and selection of the Executive Team; and agrees the establishment of new permanent posts or of material changes made to existing permanent posts. The Executive Team are responsible for recruitment of all other existing permanent posts, and of fixed-term project staff where the cost is included within approved project budgets. The Board review remuneration arrangements annually as part of the annual, and longer-term, budget setting process.

The Board undertakes team and skills development. New members receive an induction and written guidance e.g. Terms of Reference for Board Members and Committees, and materials from the Charity Commission and Companies House. Where specific needs are identified, training support is provided. The Board undertakes a periodic audit of current skills, knowledge and experience regularly.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2020
[continued]

Appointments to the Board: The Board reviews recruitment and retention annually. The Chair and Vice Chair(s) are nominated and appointed by the Board from within their own number. Where vacancies arise or are anticipated, the Board appoints a task group to consider proposals from existing Board members and Executive Team and considers what external recruitment should be undertaken, and the appropriate process for this. Appointments are made for a term of up to six years.

Reserves Policy: The Board forecast that the levels of unrestricted reserves currently held in the general fund are sufficient in the short-term but, having reviewed their Reserves Policy, believe that an available free reserve of at least £90,000 is appropriate for the medium term. The company is on target to achieve this by September 2023 through annual business plan targets and budgeting for an annual operating surplus the general fund.

At the 2019/20 period end, in addition to Restricted Reserve funds of £47,800 there was a surplus in Unrestricted Funds of £62,620 (£58,888 at 30 September 2019). This includes a Capital and Premises Designated Reserve of £2,189. No funds are in deficit.

Risk Management: The Board have reviewed and assessed the major financial and operational risks, including legislative, structural and environmental changes to which the charity might be exposed, and the ongoing disruption and risk potential of the Covid-19 pandemic. They are satisfied that systems and procedures are in place, both to limit exposure to these risks and, where exposure could exist, be able to manage this in a safe, informed and responsible manner. An open and receptive approach to solving risk problems is adopted by the Board and senior staff. The Company has a rolling Four Year Plan, comprehensively updated each year, which sets out strategic objectives. It is against this that the Board reviews progress and risk indicators quarterly, through the Finance and General Purposes Committee and by Executive Team.

Financial Results: These accounts report on 12 months from 1 October 2019 to 30 September 2020. Comparative figures shown in these accounts are for the 12-month period 1 October 2018 – 30 September 2019. Our income for the period was £512,925 [£483,577 in 2019] and expenditure £463,069 [£463,195 in 2019]. The financial turnover of the organisation is subject to annual fluctuations, which reflect programme activities in any given year. Of note is the impact of the Covid-19 pandemic on unrestricted earned income stream, which seriously affected by legally required shutdowns in the economy and social distancing measures. The impacts of this were mitigated by the use of a budget contingency, short-term savings on operational and programme costs, and use of the Job Retention Scheme for some staff posts. A grant from the Culture Recovery Fund, received in October 2020, had enabled financial sustainability for the year 2020/21.

We ended the year 2020 with an operating surplus of £2,056 [£9,395 surplus in 2019]. An analysis of reserves is shown in Note 10 to the accounts. A breakdown of expenditure is given in Note 5. Cash flow remained comfortable throughout the year, and there were no exceptional circumstances that affected the final outturn for 2020.

Funds available: The Board is optimistic about the financial security of the Company, considers its financial position to be satisfactory and believes that present levels of funding are adequate to support its principal charitable objects. The Company remains a National Portfolio Funding (NPO) of Arts Council England with unrestricted funds offered until March 2023 of £190,095 per year. A significant project grant of £475,000 has been received from the National Lottery Community Fund for a dance and health project to March 2024.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2020
[continued]

6. Review of the Year's Activities

The Foundation for Community Dance (trading as People Dancing) has a **vision** of a world where dance makes a positive difference. Its **mission** is to make engagement with dance important and relevant to individuals, communities and society.

The organisation's work helps to provide leadership for and within community and participatory dance in England, the UK and beyond. Development activities undertaken and services provided in the year focused on driving up quality through excellent and inclusive dance practices, increasing diversity through reaching new audiences and participants, and striving for increased sustainability of the organisation. Work is underpinned by **values** defining how we work:

- **Excellence** in participation and progression in dance for all
- **Inclusion** is at the heart of what we do and why we do it
- **Collaborative** actions give greater strength and voice to all involved
- **Openness** in our working practices.

The Board-approved our-year Development Plan for 2018-2022, is reviewed annually. This plan sets out the three Strategic Aims that form the basis for delivering activities and services, and undertaking fundraising and organisational development:

1. Take a strategic overview and have UK-wide and international reach, acting as a driving force in developing excellence, nurturing talent and strengthening resilience, and ensuring provision and practice is networked and fit for purpose:

In March 2020 it became clear that the organisation's planned professional development programme of events and training for Spring and Summer 2020 could not go ahead. The decision was made to deliver online activities instead of in-person events, in common with many other arts and cultural organisations at the time. Programmes were rapidly reconfigured as an online 'Spring and Summer School' taking place from April to September 2020, offering 22 online events/programmes and working with 36 artist leaders to deliver these, which included learning opportunities about working digitally.

Meanwhile the economic impact on the organisation's users and beneficiaries – dancers, teaching artists, community practitioners and arts organisations - was severe, with most dance activity ceasing or moving to free of charge online activities. Supporting our users through this time became the focus of our work. This included providing guidance about the implications of social distancing and social gathering measures and producing detailed materials about Covid-secure risk assessments.

Access to our events was free of charge, with video materials available for people not able to attend in person. Additionally we offered free access to five in-depth online training programmes. We thank our partners Safe in Dance International, Diane Amans and Liz Clark for supporting us with this. We were delighted to partner with Dance Umbrella and Improbably Theatre to present an online event entitled 'Is this actually a great time to make some changes in Dance?'. This utilised Open Space, an approach that enables individuals to come together, set their own agenda and allow conversations to unfold. Overall, our events and training provision in 2020 was accessed by 4,085 participants. (e.g. event attendance, watching film materials, completing an online learning programme).

We continued to increase digital reach through a website, blogs, social media platforms, e-newsletters and publishing. Pioneering online programmes that enable people to learn at their own pace helped to improve accessibility and affordability through digital technologies. Targeted publications continued to promote excellence in community dance by culturally diverse dance artists, promoting inclusion, diversity and quality in community dance. Extensive international connections provide broader context and opportunities for critical debate.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2020
[continued]

The organisation offered a great deal of flexibility around membership renewals, and operated generously with the provision of information, guidance and signposts to sources of support. We continued to provide membership services to enable dance artists and practitioner to work safely with public, including a safeguarding and Disclosure and Barring Service, updated to reflect safeguarding in online provision. It is notable that as dance activities continue to restart following easing of social distancing measures, the organisation's membership in April 2021 was returning to near pre-pandemic levels.

Work to develop an Awarding Organisation, and through this offer nationally recognised qualifications for dance artists and leaders, continued in the year. This significant undertaking has been steered by the Board Working Group established to support this development, which included analysis of different legal models for the organisation, and risk management issues. Preparatory work commenced in 2020 has continued into 2021 with a view to becoming operational in late Autumn/Winter 2021/22.

2. Develop and sustain strategic alliances and partnerships in order to create new opportunities for individuals and communities to participate:

Networks - including the Early Years Dance Network, to better support and engage artists and practitioners working in dance with young children and their families/carers, and the 11 Million Reasons to Dance Network continued to provide a national focus for artists and organisations committed to inclusive practice and better serving disabled people as participants and audience members.

Advocacy and representation – we were an active member of: ArtWorks Alliance, the UK-wide network for participatory arts; a Strategic Alliance Member of the Culture, Health and Wellbeing Alliance; a Dialogue Partner of Aesop's Dance to Health programme; a partner in the MARCH Mental Health Network; and joined the National Dance Network.

Continued leadership of Live Well & Dance with Parkinson's (formerly Dance for Parkinson's Partnership UK) - our training provision and information services helped enable the provision of regular specialised dance classes for people living with Parkinson's to grow to over classes in 101 locations (pre-pandemic) in the UK. Our National Lottery Community Fund programme is built around local delivery partnerships and national strategic partnerships of 46 organisations and activists.

Partners for change - we worked collaboratively with a diversity of organisations in dance, the arts and education to effect positive change and help achieve greater equality, equity, and inclusion. Examples include Dance Umbrella, One Dance UK, Sound Sense, Serendipity, Curve Theatre, Dance Base, Rubicon Dance/Wales-Wide Training Programme, English National Ballet, Protein Dance, Safe in Dance International, Urban Playground, Attenborough Arts, Artis Community, Mark Morris Dance Group/Dance for PD, English Folk Dance and Song Society, Para Dance UK and De Montfort University.

3. Build organisational capacity, resources and resilience, including digital knowledge and innovation, through the critical contribution of staff whilst remaining true to Vision, Mission and Values:

The organisation remained a National Portfolio Organisation (NPO) of Arts Council England, with a four-year funding agreement from 1 April 2018 that provides £190,095 in unrestricted funding each year. In 2020 it was confirmed that this agreement would be extended for a further year until March 2022 as the result of the Pandemic. This funding enables the organisation to deliver agreed work, supports plans for additional fundraising and organisational development activities that contribute to ongoing organisational stability and sustainability.

The Board met five times and the Finance and Governance Committee met four times in the year, with this increase in frequency reflecting the impact of Covid-19.

FOUNDATION FOR COMMUNITY DANCE
DIRECTORS AND TRUSTEES REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2020
[continued]

Work to update governing documents and make recommendations about suitable legal structures in the future was commenced. Recommendations will be implemented by Spring 2022. Organisational policies and procedures were reviewed by the Board in the year and updated where required. Robust reporting to the Board about risk identification and mitigation was implemented in the year. Progress against the business plan was monitored with regular updates provided for the Board. Risk Register is maintained and updated regularly. Whilst there were new short-term risks and disruption associated with Covid-19, no other material increases in risk were identified in the year

The Board undertook self-evaluation and a skills audit and implemented a strategy for both Chair and Board member recruitment. Four new Board members were appointed in the year through an open application process: Scilla Dyke MBE, Iona Waite, Ruby Wolk and Catherine Young. Scilla Dyke MBE was elected Chair of the Board following the completion of Dr Sara Houston's term of office in January 2020. Pat Abraham and Helen Angove also retired from the Board in January 2021 following completion of their term of office. Sincere thanks are expressed to all three retiring Board members for their outstanding commitment and contribution to the organisation over many years.

The Executive Team is led by the Executive Director and includes the posts of Director of Development, Director of Engagement, Director of Learning and General Manager. Together they provide effective artistic and organisational leadership, enabling the organisation to better meet ambitions for diversity within activities and services. The capacity and oversight provided by the Executive Team has positively supported growth and development priorities. Professional development and training opportunities are offered to and taken up by all staff within the organisation.

Continued self-evaluation reassured us that programmes remained of high quality, we understand user needs, and that provision meets need. Data provided a range of intelligence and statistical information to aid planning and to help ensure relevance. We remain committed to reducing our carbon footprint and environmental impact in office-based and programme activities.

The organisation's Equality Action Plan is reviewed regularly by the Board to reflect current contexts, organisational ambitions, evaluation and data collection. The organisation's ethos and work is rooted in an understanding of equality based on diverse cultures and communities within a modern British context and their engagement with dance. Alongside this the organisation works with knowledge of legislative frameworks as they relate to equality issues and protected characteristics.

The Pandemic affected both core income from membership fees and professional development course provision. As described above in section 5, Financial Result, the organisation was able to manage these impacts through temporary cost savings to maintain financial stability and accessing available support. This, together with a grant from the Culture Recovery Fund in October 2020 means the organisation is able to maintain financial stability as recovery from the pandemic unfolds.

Membership, other services, training programmes and e- learning generated income of £171,778 representing 33.5% of turnover (£250,833 / 52% in 2019), unrestricted grant funding & donations of £243,183 representing 47.5% (39% in 2019) and restricted grant funding of £97,964 representing 19% (9% in 2019). Restricted grants funding was received from Parkinson's Equip, Meadowbrook Trust, Arts Fundraising and Philanthropy and Arts Council of Wales. A major grant of £475,000 was confirmed by the National Lottery Community Fund for the organisation's work in the field of dance with people living with Parkinson's of which £80,000 was received in the year.

Looking to the future, the organisation's refreshed Development Plan will guide the organisation forward, support organisational recovery from Covid-19, and enable progression of its charitable objectives of public advancement in the art of dance.

By Order of The Board
C Stenton, Secretary

FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

STATEMENT OF THE BOARD'S RESPONSIBILITIES

Company law requires the Board to prepare financial statements for each financial year and to be satisfied that the financial statements give a true and fair view. Under that law the Board have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board is responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

Directors:

20 October 2021

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF THE FOUNDATION FOR COMMUNITY DANCE LIMITED

We have audited the financial statements of The Foundation for Community Dance Limited for the year 30 September 2020 which comprise the Statement of Financial Position, the Statement of Income and Expenditure, Statement of Changes in Equity and the related notes.

Significant accounting policies

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and FRS 102 which is the Financial Reporting Standard applicable to United Kingdom and Republic of Ireland.

Information and judgements

Information and judgements that the Foundation has applied in preparing these accounts are based on the carrying amounts of all income, expenses, assets and liabilities as at the end of the financial year subject to any adjustments mentioned in the accounts and in the notes and disclosures to the accounts

Estimation Techniques

There were no assumptions made concerning the future or estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Apart from this, there is nothing to report under FRS 102 section 8.7.

This report is made solely to the Foundation'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 Foundation'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 Foundation and the Foundation's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement set out on page 9, 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.

Our responsibility is to audit and express opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). These standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm

Continued....

**REPORT OF THE INDEPENDENT AUDITOR
TO THE MEMBERS OF THE FOUNDATION FOR COMMUNITY DANCE LIMITED**

Continued...

Opinion

In our opinion the financial statements

- give a true and fair view of the state of the Foundation's affairs as at 30 September 2019 and of its income and expenditure for the year ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and in particular in accordance with FRS 102 and also in accordance with the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2016

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the accounts

Matters on which we are required to report by exception

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

- proper books of account have not been kept by the Foundation in accordance with the requirements of the legislation; or
- the 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 obtained all the information and explanations necessary for the purpose of our audit.

Roger A Platt FCA
Senior Statutory Auditor
For and on behalf of
PWH Accountancy Ltd
Statutory Auditors
The Counting House
High Street
Lutterworth
Leicestershire LE17 4AY

20th October 2020

THE FOUNDATION FOR COMMUNITY DANCE
(LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 30 SEPTEMBER 2020

	Note	Restricted	Unrestricted	Total 2020	2019
<u>Incoming resources</u>					
Arts Council England: National Portfolio Organisation grant		-	193,593	193,593	190,095
Arts Council Wales		-	10,579	10,579	13,487
National Lottery Community Fund		80,000	-	80,000	-
Leicester City Council		-	10,000	10,000	-
The Meadowbrook Trust		3,135	-	3,135	2,135
Parkinson's Equip		4,250	-	4,250	2,000
The Baring Foundation		-	-	-	4,000
		87,385	214,172	301,557	211,717
Earned income from charitable activities		-	171,778	171,778	250,833
Covid Job Retention Scheme		-	18,134	18,134	-
Donations		-	2,297	2,297	12,625
Other income		-	-	-	4,202
Management transfers		-	19,159	19,159	4,050
Bank interest		-	-	-	150
TOTAL		87,385	425,540	512,925	483,577
<u>Resources expended</u>					
Charitable activities	5	41,659	102,391	144,050	149,156
Staff costs	5	-	271,296	271,296	267,126
Overheads and administration	5	-	33,899	33,899	30,561
Governance and Board costs	5	-	2,804	2,804	3,995
Capital depreciation	5	-	812	812	497
Bad debts and accounting adjustments	5	-	486	486	- 1,477
Marketing, communications and access	5	-	8,222	8,222	9,280
Organisation and development	5	-	1,500	1,500	4,057
Total resources expended		41,659	421,410	463,069	463,195
Transfer to restricted reserves		(47,800)	-	(47,800)	(10,987)
Surplus for the period		(2,074)	4,130	2,056	9,395

None of the company's activities were acquired or discontinued during the financial periods reported on above.

A Statement of Funds is shown in Note 10 to these financial statements.

THE FOUNDATION FOR COMMUNITY DANCE
(LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL POSITION
YEAR ENDED 30 SEPTEMBER 2020

		2020		2019	
	Note	£	£	£	£
ASSETS					
Cash, cash equivalents and liquid assets:					
Bank current accounts		64,559		14,676	
Cash in hand		<u>53</u>		<u>266</u>	
Total cash, cash equivalents and liquid assets			64,612		14,942
Tangible fixed assets					
Fixtures, fittings and equipment	6		4,174		1,960
Receivables					
Grant debtors	7	47,524		0	
Other receivables	7	<u>13,425</u>		<u>58,614</u>	
Total receivables			60,949		58,614
Prepayments and accrued income					
Prepayments	7	17,015		25,975	
Accrued income	7	<u>-</u>		<u>-</u>	
Total prepayments and other income			17,015		25,975
Total Assets			<u>146,750</u>		<u>101,491</u>
LIABILITIES					
Payables					
Trade creditors		12,336		22,399	
Taxation and social security		20,009		(678)	
Accruals		3,985		5,645	
Deferred income		<u>-</u>		<u>0</u>	
			36,330		27,366
Retained earnings					
Accumulated reserve	10	62,620		58,888	
Restricted reserves	10	<u>47,800</u>		<u>15,237</u>	
Total retained earnings			110,420		74,125
Total Liabilities			<u>146,750</u>		<u>101,491</u>

The accounts have been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small com

These financial statements were approved and authorised for issue by the Board on 24 September 2021.

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Board Members

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THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 SEPTEMBER 2020

1 Company Status

The company is limited by guarantee and has no share capital. The liability of each member is limited to £1.

2 Accounting Policies

a Basis of Accounting

The financial statements have been prepared under the historic cost accounting rules in accordance with FRS 102, and the Companies Act 2006 and follow the recommendations in Accounting and Reporting by Charities - Statement of Recommended Practice [2015]. Applicable accounting standards have been followed.

b Tangible Fixed Assets

Depreciation has been provided by the company to write off the cost or valuation less the estimated residual value of tangible fixed assets by equal instalments over their useful economic lives, as follows: -

Computer and office equipment - three years

c Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements. 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 the financial statements.

c Incoming Resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified, and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 SEPTEMBER 2020

2 Accounting Policies (continued)

d Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with use of the resources. Premises overheads have been allocated on a floor area basis and other overheads have been allocated on the basis of the head count.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Management and administration costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements

3 Corporation Tax

The company is a Registered Charity and, as such, is exempt from corporation tax. Accordingly, no provision has been made for corporation tax.

4 Surplus on Ordinary Activities	2020	2019
is stated after charging: -	£	£
Trustees' remuneration	-	-
Directors' remuneration	-	-
Auditors' remuneration	3,000	3,000
Depreciation	812	1,027
Rents payable under operating leases	7,825	7,825
	=====	=====

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NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 SEPTEMBER 2020

5 Resources expended

	Restricted £	Unrestricted £	Total 2020 £	2019 £
<u>Incoming resources</u>				
Grant donated income				
Arts Council England: National Portfolio Organisation grant	-	193,593	193,593	190,095
Arts Council Wales	-	10,579	10,579	13,487
National Lottery Community Fund	80,000	-	80,000	-
Leicester City Council	-	10,000	10,000	-
The Meadowbrook Trust	3,135	-	3,135	2,135
Parkinson's Equip	4,250	-	4,250	2,000
The Baring Foundation	-	-	-	4,000
	<u>87,385</u>	<u>214,172</u>	<u>301,557</u>	<u>211,717</u>
Earned income from charitable activities	-	171,778	171,778	250,833
Covid Job Retention Scheme	-	18,134	18,134	-
Donations	-	2,297	2,297	12,625
Other income	-	-	-	4,202
Management transfers	-	19,159	19,159	4,050
Bank interest	-	-	-	150
TOTAL	<u>87,385</u>	<u>425,540</u>	<u>512,925</u>	<u>483,577</u>
<u>Resources expended</u>				
Charitable activities				
Safeguarding and civil liability insurances	-	65,342	65,342	68,494
Short courses & training programmes	1,525	12,716	14,241	27,462
Collaborative programmes	-	-	-	12,514
Animated magazine	-	7,860	7,860	11,549
Artwork Alliance	-	13,275	13,275	-
Living Well with Parkinsons	34,725	-	34,725	-
11 Million Reasons to Dance	-	3,198	3,198	2,509
11 Million Reasons to Dance Cymru	-	-	-	2,855
Dance for Parkinson's Partnership	-	-	-	20,602
Early Years Dance	5,409	-	5,409	3,171
	<u>41,659</u>	<u>102,391</u>	<u>144,050</u>	<u>149,156</u>
Staff costs				
Core salaries	-	254,752	254,752	252,372
Staff travel expenses	-	9,908	9,908	9,482
Pension contributions	-	6,636	6,636	5,272
	<u>-</u>	<u>271,296</u>	<u>271,296</u>	<u>267,126</u>
Overheads & administration				
Premises costs (rent, rates, heat & light)	-	12,865	12,865	8,556
Insurance	-	-	-	1,200
Banking and payment processing charges	-	5,965	5,965	4,189
Printing, postage & stationery	-	10,129	10,129	5,151
Other office running costs	-	1,940	1,940	7,736
Professional fees	-	-	-	729
Auditors remuneration	-	3,000	3,000	3,000
	<u>-</u>	<u>33,899</u>	<u>33,899</u>	<u>30,561</u>
<u>Resources expended c/fwd</u>	<u>41,659</u>	<u>407,586</u>	<u>449,245</u>	<u>446,843</u>

THE FOUNDATION FOR COMMUNITY DANCE
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 SEPTEMBER 2020

5 Resources expended (continued)

	Restricted £	Unrestricted £	Total 2020 £	2019 £
<u>Resources expended b/fwd</u>	41,659	407,586	449,245	446,843
Governance & Board costs				
Travel expenses paid to Trustees	-	2,085	2,085	3,098
Other Board costs	-	719	719	897
	-	2,804	2,804	3,995
Capital depreciation	-	812	812	497
Bad debts and other write-offs	-	486	486	(1,477)
Marketing, communications & access				
Design, print & distribution	-	8,138	8,138	8,871
Access costs	-	84	84	409
	-	8,222	8,222	9,280
Organisational development				
Staff training & development costs	-	1,500	1,500	2,059
Board Retreat costs	-	-	-	1,998
	-	1,500	1,500	4,057
Total resources expended	41,659	421,410	463,069	463,195

No member of staff received emoluments in excess of £60,000 (2019 £60,000).

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2020

6 Tangible Fixed Assets

**Equipment
£**

Cost

As at 1 October 2019	63,745
Additions during the year	3,026
As at 30 September 2020	<u>66,771</u> =====

Accumulated Depreciation

As at 1 October 2019	61,785
Charge for the year	812
As at 30 September 2020	<u>62,597</u> =====

Net Book Value

As at 30 September 2020	<u>4,174</u> =====
As at 30 September 2019	<u>1,960</u> =====

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2020

7 Debtors	2020	2019
	£	£
Receivables and grant debtors	60,949	58,614
Other debtors	9,976	12,732
Prepayments	4,891	11,095
Tenancy deposit	2,148	2,148
	77,964	84,589
	=====	=====

8 Holiday pay accruals

The company's holiday period runs from 1st October to 30th September. The holiday pay accrual is zero.

9 Lease Commitments

Annual commitments under non-cancellable operating leases are as follows: -

	2020	2019
	£	£
Operating leases which expire within one year		
land and buildings	2,022	2,022
	=====	=====

THE FOUNDATION FOR COMMUNITY DANCE
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NOTES TO THE FINANCIAL STATEMENTS
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10. Statement of Funds

	B/Fwd	Incoming	Outgoing	Transfer	C/Fwd
Unrestricted funds	56,699	425,540	421,410	(398)	60,431
Designated funds (Capital and premises)	2,189	-	-		2,189
Total unrestricted funds	58,888	425,540	421,410	(398)	62,620
Restricted funds					
Live Well and Dance for Parkinson's Partnership	1,700	4,250	-	40,350	46,300
11 Million Reasons to Dance: Cymru (Arts Council Wales)	10,987	-	-	(9,487)	1,500
Other restricted funds	2,550	83,135	41,659	(44,026)	-
Total restricted funds	15,237	87,385	41,659	(13,163)	47,800
	74,125	512,925	463,069	(13,561)	110,420

THE FOUNDATION FOR COMMUNITY DANCE

(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

(Continued)

YEAR ENDED 30 SEPTEMBER 2020

11 Trustees' Expenses

Included within personnel Resources Expended as detailed in note 5 is an amount of £2,085 (2019 £3,098) relating to travel and other expenses incurred by the trustees which have been reimbursed by the company.

12 Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	Total
	£	£	£
Tangible fixed assets	4,174	-	4,174
Current assets	92,588	49,988	142,576
Current liabilities	(36,330)	-	(36,330)
Net Assets at 30 September 2020	60,432 =====	49,988 =====	110,420 =====