ONE DANCE UK

England & Wales · Charity number 801552

Details

Other names	DANCE U.K., DANCE UK - THE NATIONAL FORUM FOR DANCE
Status	Registered
Legal form	Charitable company
Company number	02931636
Registered	1994-11-10
Register	View on the Charity Commission register

Contact

Address	Dance Hub Thorp Street Birmingham B5 4TB
Phone	02077130730
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Website	www.onedanceuk.org

Activities

Objects: 1.1. TO ADVANCE THE ARTS AND CULTURE FOR THE BENEFIT OF THE GENERAL PUBLIC BY PROMOTING DANCE BY ALL MEANS INCLUDING THROUGH THE PROMOTION OF GOOD PRACTICE AND EDUCATION AND SPECIFIC FORMS OF DANCE INCLUDING BUT NOT LIMITED TO THE PROMOTION OF THE WORK OF DANCE ARTISTS OF THE AFRICAN DIASPORA IN ALL ITS EXPRESSIONS; 1.2. TO ADVANCE THE EDUCATION OF THE GENERAL PUBLIC, TEACHERS, STUDENTS, YOUNG PEOPLE AND DANCE PRACTITIONERS AND PROFESSIONALS IN THE UK AND BEYOND IN DANCE BY ALL MEANS INCLUDING BUT NOT LIMITED TO RESEARCH, THE PROMOTION OF DANCE WITH AND FOR YOUNG PEOPLE, DANCE OF THE AFRICAN DIASPORA, PROMOTING STANDARDS OF EXCELLENCE IN THE TEACHING OF DANCE FOR ALL AGES WITH PARTICULAR REFERENCE TO THE SCHOOL CURRICULUM AND THE PROMOTION OF SPECIFIC FORMS OF DANCE;1.3. TO ADVANCE THE HEALTH OF DANCERS; AND 1.4. TO RELIEVE POVERTY AMONGST DANCERS, DANCE ARTISTS, DANCE PRACTITIONERS AND THEIR DEPENDENTS.

Activities: ONE DANCE UK IS THE NATIONAL VOICE FOR DANCE, ADVOCATING FOR THE INCREASED PROFILE OF DANCE IN ALL ITS DIVERSE AND DYNAMIC FORMS. BY WORKING WITH AND ON BEHALF OF THE DANCE SECTOR, ONE DANCE UK AIMS TO PROMOTE SUSTAINABLE,

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LONGER DANCE CAREERS AND TO IMPROVE THE CONDITIONS IN WHICH DANCE IS CREATED, PERFORMED AND EXPERIENCED.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training, Arts/culture/heritage/science
- **Who:** Other Defined Groups

Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£852,536	£953,319	£299,623	16
2024-03-31	£859,981	£940,529	£400,406	17
2023-03-31	£962,440	£962,649	£480,954	19
2022-03-31	£1,249,351	£1,204,243	£481,163	17
2021-03-31	£1,088,102	£1,020,634	£436,055	17

Trustees

Name	Role	Appointed
Anthony Doran Bowne		2016-09-28
Emma Keith		2023-09-18
Paul James Smethurst		2024-12-02
Petr Medvedev		2025-03-17
Susannah Pink		2025-06-16
Victor Fung		2023-09-23
Zoe Lesley Golding		2025-06-16

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ONE DANCE UK

England & Wales - Charity number 801552

Accounts

Company registered number: 2931636

Charity registered number: 801552

ONE DANCE UK

(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

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REPORT OF THE TRUSTEES FOR THE YEAR ENDING 31 MARCH 2025

The Trustees are pleased to present their annual Directors' report together with the financial statements of the charity for the year ended 31 March 2025, which are also prepared to meet the requirements for a Director's report and accounts for Companies Act purposes.

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

OUR PURPOSE

A STRONGER, MORE VIBRANT AND MORE DIVERSE DANCE SECTOR FOR THE UK

We are a charity dedicated to raising the profile, excellence, diversity, and importance of UK dance. These are the cornerstones of our constitution:

Promoting Dance and its diversity

To advance arts and culture for the benefit of the public by promoting all forms of dance. This includes the promotion of good practice, education and specific forms of dance including but not limited to the promotion of the work of dance artists of the African Diaspora in all its expressions.

Education

To advance the education of the public, teachers, students, young people, dance practitioners and professionals in the UK in dance including but not limited to; research, the promotion of dance with and for young people, Dance of the African Diaspora, promoting standards of excellence in the teaching of dance for all ages (with a focus on the school curriculum) and the promotion of specific forms of dance.

Health

To advance the health and wellbeing of all those who dance.

Relief of poverty

To relieve poverty amongst dancers, dance artists, dance practitioners and their dependents.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)' and the Charity Governance Code. We rely on grants, fundraising, sponsorships, members' fees and ticket, event and course sales to cover our operating costs.

OUR STRATEGY

TOGETHER WE'RE STRONGER

With the mandate of our members, we provide one clear voice for dance and a clear strategy to meet our purpose.

- Providing information and direct support to dance professionals, dance teachers, schools and organisations to support a vibrant, healthy, and sustainable dance ecology
- Ensuring children and young people of any background participate in high quality dance through our advocacy and programmes
- Raising the profile of diverse dance practice and equality for diverse professionals, performances, education and leadership in organisations across the UK
- Advocating loudly for UK dance with government, CYP programme board and health and mental wellbeing providers
- Providing artists at all stages of their careers with opportunities, resources and information to survive and thrive.

VOLUNTEERS

We rely on, and are extremely grateful to, our volunteers who include our Dance Ambassadors, Board members, expert panels and other supporters at events.

We rely on volunteers who generously give up to 500 hours of their time each year. Dance Ambassadors (aged 18 – 25 years) write blogs, speak to Members of Parliament, support us at our events and benefit from engaging with us. Through exciting opportunities, they find out about the various roles and careers in dance.

OUR WORK THIS YEAR

SUPPORTING DANCE

During a testing time for dance and the dance economy, advocating for our member's needs to DCMS and DfE, funders and performing arts representative bodies remains our key priority.

We saw a steadying of membership following our renewed membership offer, after a period of declining membership. Our new strategy addresses the current needs of individual members, as well as continuing to provide essential support to organisational members. The One Dance UK Team is dedicated to listening and aligning our services to best serve the dance community's needs now and in the future, with work undertaken through the year to launch a new Wellbeing Service providing a comprehensive package of health and wellbeing support, focusing on delivering increased value to our members and the sector we serve. We remain committed to providing freelancers with the support they need to maintain and develop sustainable careers in dance.

During the year we developed partnerships with Mugler and Trinity Laban to provide bursaries to dance students as part of the Mugler Creators Program. We also worked with the Dance Professionals Fund to find ways to provide greater support to dancers together, and will be finalising the details of this support in the next year.

POLITICAL ENGAGEMENT AND POLICY WORK

The team continued to work with Government and officials throughout 2024/25, covering issues which affect all of our members, both individual and organisational, through the Curriculum and Assessment Review; and addressing operational issues as they arose for members including on inbound immigration and tax-related issues.

We strengthened the voice of dance in policy discussions through sustained engagement with parliamentarians and officials, including work with the All-Party Parliamentary Dance Group, and joint contributions to cross-sector initiatives such as the Pandemic Preparedness in the Performing Arts project, and participation in Culture Commons roundtables shaping a joint arts education manifesto ahead of the General Election. Alongside direct correspondence with new DCMS and DfE ministers and MPs, we used *ONE* magazine and a new "Dance Digest" communications strand to profile advocacy activity and articulate sector priorities.

The team continued to influence education policy and champion safeguarding by contributing dance-specific insight to the Department for Education's Out of School Settings steering group, through work with the Safer Dance group, and by engaging with legislation on mandatory reporting of child abuse and helping the sector respond to high-profile safeguarding incidents. Building on extensive consultations around the Cultural Education Plan, we continued to work with key partners to ensure that learning from this process informed the new government's forthcoming Curriculum and Assessment Review, while also preparing election-facing messaging and website content to clearly present policy priorities, joint campaigns and calls to action.

We submitted a response to the Treasury call for evidence ahead of the Spending Review, with a request for a £1.1M investment to safeguard youth dance talent development infrastructure across the UK, creating more joined-up work at local, regional and national levels across the CATs, NYDC, the U.Dance framework and Young Creatives. The submission was reviewed by and discussed with the CYP Programme Board, and shared with our contact at DfE.

OUR PROGRAMMES AND WORK

CHILDREN AND YOUNG PEOPLE (CYP)

EDUCATION ADVOCACY & CAMPAIGNING

We continued to champion equitable access to dance education through national campaigns, remaining a lead partner in Save Our Subjects, helping to launch the NEU-led Arts & Minds campaign, and creating an "Advocacy in Action: Education" hub to showcase this work to members and stakeholders. Engagement in the CYP Programme Board, the Council for Subject Associations and DanceHE ensured that dance was represented in discussions on curriculum and assessment reform, accountability measures, and the value of arts and oracy across schools and higher education.

Education advocacy also prioritised inclusion and safeguarding, with continued contributions to the DfE Out of School Settings steering group and light-touch partnership work with Child Poverty Action Group on the links between child poverty and access to dance. Staff and trustees participated in Poverty Proofing training delivered by Children Northeast, with plans to embed this methodology across programmes so that cost and circumstance are not barriers to children and young people taking part in dance

Programme Board: CYP Dance

The Programme Board: CYP Dance brings together organisations with a strategic remit for CYP dance in England, both in and outside school settings. We continue to have very positive engagement from key stakeholders including DfE, ACE and awarding organisations (Exam Boards). One Dance UK provides the Secretariat, and meetings were chaired by Geoff Barton, General Secretary of the Association of School and College Leaders (ASCL), with meetings taking place termly to ensure key issues remain high on the agenda.

Dance Ambassadors

The Dance Ambassadors programme launch event took place on 15 January and was attended by 13 of the 15 Dance Ambassadors. Project placements for the Dance Ambassadors were put in place, and this development is working well to build their experience and confidence as effective advocates for dance. The satisfaction rating from the Dance Ambassadors programme is currently at 100%, and we received really positive feedback from those hosting placements about how Dance Ambassadors supported their events.

U.DANCE REGIONAL PLATFORMS & NATIONAL FESTIVAL 2023

U.Dance Regional Platforms

U.Dance Regional Platforms took place in the nine English regions, plus Scotland and Northern Ireland, delivered by regional partners and forming the selection process for the National Festival. In Wales, an online submission processed was managed by National Youth Arts Wales.

U.Dance National Festival

The U.Dance national Festival was delivered in Liverpool between 13-14 July 2024
350 young dancers from around the UK were invited to take part in the U.Dance National Festival from 21-23 July in Newcastle. Event partners included Liverpool Everyman Playhouse, LIPA. LMA and Northwest Dance.

Participants showcased a range of dance styles and backgrounds with around 40 groups taking part, selected from hundreds of entries at U.Dance Regional Platforms or by special guest invitation. Guest companies included Northwest Centre for Advanced Training (CAT) groups and Lillianna Clifton, a Liverpool based dancer and runner up on Britain's Got Talent 2023. The event also saw the integration of One Dance UK's Young Creatives programme with a showcase of the work of six youth choreographers and other guest young performers.

Alongside groups who took part from around the country, special focus was taken to ensure performance opportunities from around the Northwest region, with a range of locally based groups offered showcase opportunities and representatives from local professional dance companies sharing their knowledge through workshops and talks.

• 3 x showcases of youth dance were presented:
- 2 x U.Dance National Showcases, Liverpool Playhouse
This included Curtain Raiser performances from The Fosbrooks, a folk music and dance troupe, and WigLe Dance, a primary-age dance group selected from One Dance UK's U.Dance First programme
- Young Creatives Showcase, Paul McCartney Auditorium, LIPA

• 2 x warm up ceilidhs were provided by the English Folk Dance and Song Society

• 34 x Dance Workshops with a range of leading artists with a special focus on those from the Northwest

• 7 x Careers Talks with a range of leading dance professionals working in different elements of
the dance sector
• Artists/organisations represented in the Workshops and Careers Talks included:
- Alyx Steele
- Company Chameleon
- Liverpool Everyman Playhouse
- Movema
- English Folk Dance and Song Society
- One Dance UK
- Trinity Laban Conservatoire of Music and Dance
- Wicked

- Wired Aerial Theatre
- Yuva Gati Centre for Advanced Training (CAT)

• U.Dance Marketplace, where participants could talk directly to higher education and training Providers

• 9 x Dance Ambassadors assisted with the event in a range of roles

• An Access Fund, generously supported by Trinity Laban and Big Give, allowed groups to receive a travel bursary of an average of £250.00 each to support travel and access costs

The U.Dance First programme was relaunched in January 2025 with an emphasis on providing performance opportunities for children nagged 5-11, this relaunch has seen an increase in participation numbers.

YOUNG CREATIVES

The Young Creatives programme continues to provide opportunities for aspiring young choreographers. The in-person day on 12 January was attended by 25 people in total which included 10 Young Creatives and 15 dancers. An online Work In Progress sharing and feedback session was held for the Young Creatives on 2 March for which 7 of the Young Creatives attended. The satisfaction rating of the programme is still achieving 100

"Young people never fail to astound me with their creativity, passion and ability to get right to the heart of the matter through dance. It feels like it is more vital than ever that young people have opportunity to express themselves and explore their creative voices. The Young Creatives programme does exactly that."

Sir. Richard Alston, Young Creatives and U.Dance Champion

EQUALITY, DIVERSITY & INCLUSION

In the continuous effort to further our commitment to equitable and inclusive practices, our 3-year strategic EDI action plan will be published in April 2025 and made available to the public for transparency and accountability. From then on, an annual update on the progress of our actions will be made available, highlighting areas of success and areas for improvement.

We successfully published our Inclusive Language Guide, which acts as a tool to support the dance ecology in better understanding how to be inclusive within various areas of their work. We ensure to highlight the ever-changing landscape of inclusive language, helping readers understand that the Guide is not an exhaustive list, nor is it permanent, and we provide additional learning resources that encourage the reader to go beyond the Guide to deepen their knowledge and understanding.

We also published a Transgender Awareness in dance guide. The resource provides foundational knowledge to increase awareness of transgender identities and issues within the dance sector. This resource covers terms and identities, the potential challenges faced by

transgender dancers, and some key steps that can be taken to foster an inclusive space for transgender dancers.

We developed training on Unconscious Bias for our members, with the first delivery set to take place April 2025. This training is an opportunity for participants to understand:

- Different types of bias
- Social science behind biases and how they're formed
- Types of biases
- Impact and mitigation

Depending on the success of this training, a follow-up will be developed which will look at Conscious Inclusion.

HEALTH, WELLBEING AND PERFORMANCE AND NATIONAL INSTITUTE OF DANCE MEDICINE AND SCIENCE (NIDMS)

One Dance UK's Health, Wellbeing and Performance work is world-leading in dancers' health, delivered in partnership with organisations and experts in healthcare, research, advocacy, and education. We are also a founding partner in the National Institute of Dance Medicine and Science, providing access to high quality, affordable, dance specific healthcare and dance science support services in private practice and the NHS, underpinned by dance medicine and science research, best practice, information, and resources which are disseminated to the wider dance and health community through educational workshops, conferences, and publications.

WELLBEING SERVICE

During the year we negotiated and introduced access to the BHSF Employee Assistance Programme for our members, launched as our new Wellbeing Service. This service provides access to GPs, counselling, and financial advice amongst other services which are invaluable to freelancers and self-employed people, and normally only available to employees of large organisations who have the resources to provide this kind of benefit to their employees. We anticipate that this will be a very popular add-on to membership for both our individual and organisational members.

CPD & HEALTHIER DANCER PROGRAMME (HDP) TALKS

During 2024/25 we recorded 2 new CPD snippets, and at the end of the year have a total of 8 of these available for members to access on our website. We have now delivered a total of 11 CPD webinars, seven of which are available in the members area of our website (recordings are held for 12 months only to ensure they remain relevant and accurate).

In 2024-25, HDP Talks were delivered to 975 dance students and professionals in 28 locations on a broad range of subjects. These talks in dancers' health and performance aim to promote safe dance practice in educational and professional environments, educate dancers and educators on strategies to promote physical health and wellbeing, and raise awareness of resources, programmes, and organisations that facilitate health and performance in dance.

NIDMS NHS DANCE INJURY CLINICS

As a founding partner of NIDMS, One Dance UK helped to establish the first and only dance specialist national health services in the UK. NIDMS Dance Injury Clinics in London, Birmingham and Bath have reached an estimated 5,000 dance professionals and students since 2012. Dancers require specialist care from medical practitioners who understand the demands and requirements of professional dance training and performance. The four NHS Dance Injury clinics at Royal National Orthopaedic Hospital Stanmore, London, Mile End Hospital, London, Royal United Hospital, Bath, and Queen Elizabeth Hospital, Birmingham are led by a Sport and Exercise Medicine consultant with experience of treating dancers, alongside a dance-specialist physiotherapist. Each clinic can refer to a wider multidisciplinary team including podiatrists, surgeons, dieticians and psychologists/psychiatrists. One Dance UK staff raise awareness of the service to dance companies, schools, and awarding bodies, as well as through social media posts and the NIDMS website. We are also the first point of contact for GPs, parents, and the dance ecology to support referrals.

HEALTHCARE PRACTITIONERS' DIRECTORY

Our free searchable online directory lists private medical, psychological, and complementary healthcare practitioners with experience of treating dancers who are based throughout the UK and recommended by members of the dance profession. In March 2025, 45 Healthcare Practitioners were listed on the Directory, up from 20 at the same time in March 2024.

SAFEGUARDING IN UK DANCE ORGANISATIONS

We continue to collaborate with NIDMS and the University of Birmingham to investigate safeguarding in dance by exploring the experiences of diverse current and former dancers of safe dance environments, specifically focussing on the perceptions of what characterises a safe dance environment. In 2024/25 we focused on participant recruitment and diversity.

INDUSTRY STANDARDS FOR DANCERS' HEALTH AND WELLBEING

Developed in 2022, the NIDMS Best Practice Standards are a benchmark for dance organisations in the UK to be recognised for existing good practice in healthcare, dance science support, and health education for dance professionals and students, and provide guidance to support and enhance dance professional and student health, wellbeing and performance.

HEALTHIER DANCER PROGRAMME (HDP) FACEBOOK GROUP

The Facebook Group for the Healthier Dancer Programme was established in April 2021 to boost engagement with audiences interested in dancers' health, wellbeing, performance, and dance medicine science, and currently has over 300 members. All content released on the Healthier Dancer Programme Facebook page is reviewed in line with our quality assurance

policy, to ensure that material is: up-to-date, genuine, audience-specific, and evidenced (where appropriate).

ONE DANCE UK AWARDS 2025

The One Dance UK Awards 2025 celebrated, championed, and promoted the achievements of the sector across the previous 12 months, whilst spotlighting the diverse and vibrant dance ecology in the West Midlands. This year the Awards were held alongside the Talking Thinking Dancing programme of events at the Birmingham Hippodrome.

MEMBERSHIP

We are pleased to have seen membership increase during 2024/25, as a result of our improved members offer. We anticipate that the introduction of our Wellbeing Service will see this increase continue into 2025/26

We continue to survey non-renewing members as their membership lapses to ascertain the main reasons for letting their membership expire. The key reasons cited continue to be financial (loss of funding and/or closure for organisational members, and affordability at the time of renewal for individual members).

OUR PRIORITIES

DATA, EQUITY, BALANCE AND BELONGING

We are building our capacity to collect and analyse data in order to be able to present more convincing arguments and a stronger evidence base on the positive impact on the UK of sustained and increased investment in the dance sector.

We advocate an equitable, diverse and inclusive dance ecology that accurately reflects the multiple voices in dance and the dance community which everyone should feel included in.

We continue to develop benchmarks to map the make-up of our staff, members and the participants of our programmes, and the broader dance ecology. We will continue to identify and prioritise diversity gaps and build sustainable relationships that better represent the balance of the dance ecology.

We encourage our partners and members to be respectfully open and honest with us so that we can grow together and celebrate the richness of every person and idea.

We continue to advocate for dance using evidence-based research to present to decision makers on a variety of topics.

OUR ENVIRONMENTAL RESPONSIBILITY

We will continue to build our understanding towards becoming more sustainable, including the challenges faced by our member and non-member communities. During the year, all staff completed Carbon Literacy training provided by Sustainable Arts in Leeds CIC.

FUNDRAISING ACTIVITIES

We have continued to deepen our relationship with funders and sustained current funding including with Arts Council England (securing an extension to regular funding as an NPO for 2026-27 and part of the first extension year to the original 2023-26 Investment Period) and other current and potential funders.

We ensure our compliance with the Charities Act 2016 and follow guidance from the Fundraising Regulator's voluntary regulation scheme. We require and monitor protection around vulnerable people and members of the public from unreasonable intrusion on a person's privacy, unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the charity or placing undue pressure on a person to give money or other property. These fit with our safeguarding policy on all activities. There were no complaints received by One Dance UK or our fundraiser for our fundraising activities.

PLANS FOR THE FUTURE

Strategic Roadmap and Governance Review

We ensure that all plans for new and continuing work fit within the strategic roadmap developed in 2022/23, to ensure our resources and operations continually maximise the social impact and benefit to our members and beneficiaries, within our five strategic focus areas:

- Advocacy & Communications
- Dance Ecology & Membership
- Data Collection & Analysis
- Pathways & Opportunities
- Access & Inclusion

The Trustees promote regular reviews of the charity's strategy in line with their Good Governance responsibilities. Board reports and meetings have been adjusted to keep track and monitor the progress of the updated strategic plans, and report against Arts Council England Outcomes, targets, and success measures.

Trustee Recruitment

We keep up to date the Skills Audit of our Board Members, reviewing this on an annual basis. which was updated at the end of May 23. The Board uses this to identify any gaps in skills which potential new Trustees can fill as an essential part of Trustee recruitment. During the year three trustees resigned at the end of their terms of office, and we recruited two new trustees, with plans for two further recruitments during 2025/26. We would like to thank Andrew Carrick, Julian Flitter and Susannah Simons who have provided dedicated service to One Dance UK and the charities which merged to form it over many years.

Membership

- Ensure our membership offer remains relevant, responsive, and aligned to support sector needs
- Over the course of 2024/25, membership numbers have increased, and we will continue to work to maintain and increase the value and benefits of membership.
- We will continue to develop the information our CRM is providing to us to better serve members and Dance in the UK
- We will continue to develop hybrid, live and digital events, reviewing uptake and member engagement and doing our best to ensure all delivery is accessible

Awards

We are planning for the Awards to take place in Bradford in February 2026. We will be working with local partners and spotlighting the dancers and artists from the local area bringing the industries focus to Yorkshire.

DeVos Global Arts Management Fellowship

Chief Executive, Andrew Hurst, will continue to be a part of the cohort of this multinational programme for entrepreneurial executives in the arts and cultural sector who are prepared to look critically at their work, challenge assumptions, and develop rigorous strategies to address the most pressing challenges facing their organisations, regions, and art forms.

FINANCIAL REVIEW

In the year to 31 March 2025 we made a deficit of £100.7k (in the year to 31 March 2024 £80.5k). This includes depreciation/amortisation of £31k

We recognise that inflationary pressures and the return to face-to-face activities will continue to create challenges in 2025/26, and have set a budget which will ensure that One Dance UK remains a going concern.

The Trustees are satisfied that One Dance UK is a going concern at the time of signing the accounts as:

- Core funding of £776,097 per annum is confirmed for 2025/26, a small increase on the funding for 2024/25.
- Our unrestricted reserves are below the level required by trustees, future budgets for 2025/26 and 2026/27 have been drawn up with a plan to increase free reserves and will be carefully monitored against actual performance.

We are a National Portfolio Organisation within Arts Council England's Investment Programme 2023-26, which has now been extended to March 2028. Arts Council England is our largest funder with funding used to meet our programme of activities and contribute to core costs.

PRINCIPAL RISKS AND MANAGEMENT

Our Trustees have a risk management strategy which comprises:

- six-monthly review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the six-monthly review and a quarterly risk summary to update progress on risk mitigation;

- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

The Trustees have identified that inflationary pressures, a sustained real-terms decrease in grant income, and the impact of the cost-of-living crisis and increased energy prices are the major risks in meeting fundraising and income targets and maintaining smooth operations to ensure we serve beneficiaries and maintain financial resilience.

The risks have been mitigated through:

- adjusting our business model, budgets and cashflows for the next two financial years in response to lower than originally budgeted earned income matched by equally lower operating costs through hybrid delivery;
- growing online delivery, communication and advocacy for the dance sector;
- bench marking salaries to levels appropriate to our organisation's size and specialist skills;
- continued funding from Arts Council England as principal NPO funder to 31 March 2027 (with further extension to 31 March 2028 pending confirmation), contributing to core and educational costs based on funding conditions that we are certain will be met.

We regularly review the fundraising achieved against targets to make any adjustments to our activities should the need arise.

RESERVES AND RESERVES POLICY

The Trustees of the charity have set the unrestricted reserves policy at a level so that there are sufficient funds to cover:

- three months of operations in the event of any unplanned closure and its impact on beneficiaries, Staff and other financial commitments;
- fluctuations in annual projected income; and
- foreseeable financial commitments.

The Trustees have set a range of £300,000 to £350,000 as an appropriate level of unrestricted reserves for the future plans of the charity.

The charity has a total of £116,428 of fixed assets (tangible and intangible) on the balance sheet, which will depreciate to a value of £0 over future years. The designated funds showing in the accounts are to recognise this future committed depreciation expenditure.

At the year end, the Charity held £206k in unrestricted and undesignated funds, below the level required by trustees (2024: £284k).

The Board understands that reserves are below the required level they have established, and have plans to increase our free reserves, backed by future budgets from 2026/27 which will begin to build reserves again, and ensure this shortfall is temporary.

At 31 March 2025, the Charity held £0 (2024: £0) in restricted funds for specific projects.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

One Dance UK is a company limited by guarantee governed by its Memorandum and Articles of Association dated 7 September 2016. It is registered as a charity with the Charity Commission. Anyone over the age of 18 can become a member of the Company and there are currently 963 members, each of whom agrees to contribute £1 in the event of the charity winding up.

Appointment of Trustees

As set out in the Articles of Association the Trustees are appointed by members of One Dance UK at the Annual General Meeting (AGM) or by postal vote. The Trustees shall retire from office at the fourth AGM following the AGM at which his or her current term commenced. Any Trustee who has served two consecutive terms can only be re-appointed after a one-year break from office.

All members are circulated with notice at least 21 days prior to the AGM advising them of the retiring Trustees and requesting votes for any newly proposed Trustees for the AGM. If a vacancy on the Board occurs between AGMs the Board may co-opt a person to serve until the next AGM when such person may stand for election. If the Trustees determine that the Board is lacking any particular skill then the Trustees may appoint an additional three Trustees at any time with a term not exceeding four years from the AGM that their appointment was accepted by members.

Trustee induction and training

New Trustees are required to have an induction into all key areas of One Dance UK's work and its constitution, and to be briefed on their legal obligations prior to their first Board meeting. They must sign a 'fit and proper person' declaration, conflict of interest memorandum, and are provided with good governance documentation, financial and management accounts, the Memorandum and Articles of Association and the latest business plan.

Organisation

The Board of Trustees, which can have up to 12 members, is responsible for decisions regarding policy and overall direction. The Board monitors progress of programmes and initiatives, finance and other developments at quarterly meetings and reports to the membership at the AGM. There is a Finance subcommittee that meets quarterly to report finance and risk matters to the Trustees.
A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment, project and programme delivery and fundraising

RELATED PARTIES AND UMBRELLA NETWORKS

None of our Trustees receive remuneration or other benefit from their work with the charity. Any Connection between a Trustee or senior manager of the charity with a related party must be disclosed to the full board of Trustees in the same way as any other contractual relationship with a related party. In the current year we entered into an agreement with Trinity Laban, where Anthony Bowne, a Trustee of One Dance UK, is the CEO, and Mugler who are providing scholarships to students of Trinity Laban, and providing support to One Dance UK. Trinity Laban are members of One Dance UK. No assets of One Dance UK are provided to Triity Laban under the terms of the agreement.

There were no related party transactions in the year to 31 March 2024.

The charity is a paying member of umbrella groups PiPA, Culture Counts and the UK Dance Network. The charity is also a non-paying participant of umbrella groups WhatNext? and the Cultural Learning Alliance. Our membership and affiliations do not impact on the operating policies adopted by the charity.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The Charity Trustees (who are also the Directors of One Dance UK for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that period. In preparing the financial statements, the trustees are required to:

1. select suitable accounting policies and then apply them consistently;
2. observe the methods and principles in the Charities SORP;
3. make judgements and estimates that are reasonable and prudent;
4. state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
5. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions

ONE DANCE UK
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

One Dance UK has taken advantage of the small companies exemption in preparing the directors report for the year to 31st March 2025

By order of the Board of Trustees

Victor Fung, Chair

Date: 29/01/2026

ONE DANCE UK

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

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ONE DANCE UK

REFERENCE AND ADMINSTRATIVE DETAILS OF THE COMPANY

FOR THE YEAR ENDED 31 MARCH 2025

Trustees
Amanda Skoog (Chair to 17th March 2025)
Andrew Carrick (resigned 17th March 2025)
Anthony Bowne
Denise Nurse
Emma Keith
Jane Mary Bonham-Carter
Julian Flitter (resigned 17th March 2025)
Petr Medvedev (Treasurer, appointed 17th March 2025)
Susannah Simons (resigned 17th March 2025)
Victor Fung (Deputy Chair to 17th March 2025 and Chair from 17th March 2025)
Paul Smethurst (appointed 2nd December 2024)

Company registered number:	2931636
Charity registered number:	801552
Registered office:	Dance Hub, Thorp Street, Birmingham, B5 4TB
Chief executive:	Andrew Hurst
Independent Examiner:	Locke Williams Associates LLP, Studio 2, 50-54 St Pauls Square, Birmingham, B3 1QS
Bankers:	Cater Allen, 9 Nelson Street, Bradford, BD1 5AN
	HSBC Bank Plc, 18 Ballards Lane, Church End, Finchley, London, N3
Solicitors:	Level Law, 20-22 Shelton Street, Covent Garden London, WC2H 9JJ

ONE DANCE UK

INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF ONE DANCE UK

FOR THE YEAR ENDED 31 MARCH 2025

I report to the Trustees on my examination of the accounts of One Dance UK for the year ended 31 March 2024 which are set out on pages 25 to 38.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act"). The trustees are satisfied that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and have chosen instead to have an independent examination.

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

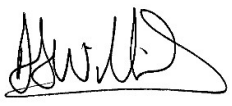
Independent examiner's statement

Since the charity's income is in excess of £250,000 your examiner must be a member of a body listed in the 2011 Act. I can confirm that I am qualified to undertake the examination because I am a registered member of the ICAEW which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention giving me cause to believe that in any material respect:

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

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



David Williams FCA FCCA
Locke Williams Associates LLP
Studio 2, 50-54 St Pauls Square,
Birmingham, B3 1QS
Date: xx/xx/xxxx

ONE DANCE UK

STATEMENT OF FINANICAL ACTIVITIES (INCORPORATING THE INCOME & EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total 2025 £	Total 2024 £
Income from:					
Grants Received		771,400	-	771,400	763,800
Donations and legacies	2	3,022	4,837	7,859	2,554
Charitable activities	3	48,713	-	48,713	87,820
Fundraising activities	4	24,562	-	24,562	5,615
Other income		2	-	2	192
Total income		852,536	-	852,536	859,981
Expenditure on:					
Raising funds		14,539	-	14,539	72,296
Charitable activities	5,6	933,843	4,837	938,780	868,233
Total expenditure	7	948,482	4,837	953,319	940,529
Net income		(100,784)	-	(100,784)	(80,548)
Transfers between funds		-	-	-	-
Net movement in funds		(100,784)	-	(100,784)	(80,548)
Reconciliation of funds:					
Total funds brought forward	14	400,406	-	400,406	480,954
Total funds carried forward	14	299,622	-	299,622	400,406

All income derives from continuing activities.

The notes on pages 23 to 35 part of these financial statements.

ONE DANCE UK (a Company Limited by Guarantee)Company Number: 2931636

BALANCE SHEET

AT 31 MARCH 2025

	Note	£	2025 £	£	2024 £
Fixed assets					
Intangible assets	10		92,569		115,028
Tangible assets	11		708		1,400
			93,277		116,428
Current assets					
Debtors	12	24,319		6,319	
Cash at bank and in hand		305,520		364,881	
		329,839		371,200	
Creditors: Amounts falling due within one year	13	(123,493)		(87,222)	
Net current assets			206,346		283,978
Total net assets			299,623		400,406
Charity Funds					
Restricted funds	14		-		-
Unrestricted funds	14		299,623		400,406
Total funds			**299,623**		**400,406**

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

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

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with The Charities SORP (FRS 102).

The financial statements were approved and authorised for issue by the Trustees on 01/12/2025 and signed on their behalf by:

Victor Fung, Director **Petr Medvedev, Director**

The notes on pages 23 to 35 form part of these financial statements.

ONE DANCE UK

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash used in/(provided by) operating activities	16	(51,847)	21,814)
Cash flows from investing activities:			
Purchase of fixed assets		(7,515)	(83,912)
Net cash used in investing activities		(7,515)	(83,912)
Change in cash and cash equivalents in the year		(59,632)	(62,098)
Cash and cash equivalents brought forward		364,881	426,979
Cash and cash equivalents carried forward		305,520	364,881

Analysis of changes in net debt	**At 1 April 2024** **£**	**Cash Flows** **£**	**At 31 March 2025** **£**
Cash and cash equivalents	364,881	(59,362)	305,520

The notes on pages 26 to 35 form part of these financial statements.

1. Accounting policies

1.1 Basis of preparation of the financial statements

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

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

1.2 Company status

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

1.3 Going concern

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern at the time of signing the accounts as:

- Core funding of £776k per annum is confirmed as NPO within Arts Council England's National Portfolio of Organisations to March 2027;
- The Charity has set its future budgets and cashflow projections to anticipate projected earned income along with managing costs in the face of cost of living issues.. The Charity expects to make a deficit in 2025/26 and break even in 2026/27;
- The Charity's unrestricted reserves are below the appropriate level set by the Trustees but will remain positive through to the next funding round from ACE with sufficient reserves to cover any unexpected expenditure.

1.4 Income

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

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Accounting policies (continued)

1.8 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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 company.

Charitable activities are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

1.9 Intangible fixed assets and amortisation

Intangible assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is charged over a period of up to five years based on expected life.

1.10 Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised at cost.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

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

Office equipment – 50% and 33% on cost depending on the expected life of the asset

1.8 Interest receivable

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

1. Accounting policies (continued)

1.9 Debtors

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

1.10 Cash at Bank and in hand

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

1.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.12 Financial instruments

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

1.13 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

1.14 Fund accounting

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

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

Investment income, gains and losses are allocated to the appropriate fund.

1. Accounting policies (continued)

1.15 Critical accounting judgements and estimation uncertainty

In the application of the accounting policies, the Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

2. Income from donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total £
2025			
Donations	3,022	4,837	7,859
Grants	771,400	-	771,400
Total 2025	779,259	-	779,259
2024			
Donations	2,554	-	2,554
Grants	763,800	-	763,800
Total 2024	766,354	-	766,354

2. Income from donations and legacies (continued)

The company recognised Public Funding income from:

	Arts Council England £
2025	
Core	763,800
Total 2025	**763,800**

	Arts Council England £
2024	
Core	763,800
Total 2024	**763,800**

3. Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total £
Projects 2025	48,713	-	48,713
Projects 2024	87,820	-	87,820

4. Fundraising income

	Unrestricted Funds £	Restricted Funds £	Total £
2025			
Advertising	9.668	-	9,668
Sponsorship	14,800	-	14,800
Sale of Merchandise	94	-	94
Total 2025	24,562	-	24,562
2024			
Sponsorship	5,615	-	5,615
Total 2024	5,615	-	5,615

5. Charitable activities - Direct costs

	Total 2025 £	Total 2024 £
Project expenditure	117,053	113,730
Wages and salaries	431,216	238,803
National insurance	37,930	24,306
Pension costs	9,052	5,314
Other Staffing Costs	41,660	-
	636,910	382,153

6. Charitable activities - Support costs

	Total 2025 £	Total 2024 £
Office overheads	20,791	28,508
Administration costs	49,456	102,949
Professional finance	4,720	23,432
Governance	1,665	1,852
IT and software	63,453	34,943
Wages and salaries	155,316	265,831
National insurance	17,668	22,573
Pension cost	3,341	5,992
	316,409	486,080

7. Analysis of expenditure by expenditure type

	Staff costs 2025 £	Other costs 2025 £	Total 2025 £
Fundraising team costs	14,539	-	14,539
Charitable activities	639,983	298,797	938,780
	654,522	298,797	953,319

	Staff costs 2024 £	Other costs 2024 £	Total 2024 £
Fundraising team costs	72,296	-	72,296
Charitable activities	562,819	305,414	868,233
	635,115	305,693	940,529

8. Net income/(expenditure)

This is stated after charging:	Total 2025 £	Total 2024 £
Depreciation of tangible fixed assets:		
Owned by the charity	693	3,026
Amortisation of intangible fixed assets	29,974	28,757
Auditors' remuneration – audit	-	-
Independent examiner's fees	1,530	2,400

During the year, no Trustees received any remuneration (2024 - £NIL).
During the year, no Trustees received any benefits in kind (2024 - £NIL).
During the year, three Trustees received £124 as reimbursement of expenses (2024 - £251).

9. Staff costs

Staff costs were as follows:

	Total 2025 £	Total 2024 £
Wages and salaries	535,366	576,930
Social security costs	55,597	46,879
Pension costs	12,393	11,306
	603,357	635,115

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

	2025 No.	2024 No.
Administration and projects	16	17

The number of higher paid employees was:

	2025 No.	2024 No.
Earning between £70,000 - £80,000	1	1

The Chief Executive, Finance Director and the heads of departments represent the key management of the Charity. Remuneration and benefits received by key management personnel in the year were £310,670 (2024 - £262,632).

10. Intangible fixed assets

	Software £
Cost	
At 1 April 2024	143,785
Additions	7,515
Disposals	-
At 31 March 2025	151,300
Amortisation	
At 1 April 2024	28,757
Charge for the year	29,974
Disposals	-
At 31 March 2025	58,731
Carrying amount	
At 31 March 2025	92,569
At 31 March 2024	115,028

11. Tangible fixed assets

	Office Equipment £
Cost	
At 1 April 2024	33,860
Additions	-
Disposals	(10,992)
At 31 March 2025	22,868
Depreciation	
At 1 April 2024	32,460
Charge for the year	693
Disposals	(10,992)
At 31 March 2025	22,160

Net book value	
At 31 March 2025	708
At 31 March 2024	1,400

12. Debtors

	Total 2025 £	Total 2024 £
Trade debtors	18,243	-
Other debtors	-	-
Prepayments and accrued income	6,076	6,319
	24,319	6,319

13. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	26,879	22,714
Other taxation and social security	44,304	40,185
Accruals and deferred income	52,310	24,323
	123,493	87,222

14. Statement of funds

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2025 £
Unrestricted funds					
General Funds	283,978	847,699	(925,331)	-	206,346
Designated Funds					
Fixed Asset Fund	116,428	-	(23,151)	-	93,277
	400,406	847,699	(948,482)	-	299,623
Restricted funds					
	-	4,837	(4,837)	-	-

Total of funds	400,406	852,536	(953,319)	-	299,623

14. Statement of funds (continued)

Comparative statement

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2024 £
Unrestricted funds					
General Funds	375,930	859,981	(934,859)	(17,074)	283,978
Designated Funds					
CRM	99,212	-	-	(99,212)	-
Fixed Asset Fund	-			116,428	116,428
Dance on Toolkit	142	-	-	(142)	-
	475,284	859,981	(934,859)	-	400,406
Restricted funds					
Creative Scotland	751	-	(751)	-	-
Dance Passion	4,919	-	(4,919)	-	-
	5,670	-	(5,670)	-	-
Total of funds	480,954	859,981	(940,529)	-	400,406

Designated funds

Fixed Asset Fund This has been created to designated future expenditure on depreciation on tangible and intangible fixed assets. As there is no likely residual value on any assets, this matches the total value of fixed assets on the balance sheet.

15. Analysis of net assets between funds

Analysis of net assets between funds – current year

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £
Intangible fixed assets	92,569	-	92,569
Tangible fixed assets	708	-	708
Net current assets	206,346	-	206,346
	299,623	-	**299,623**

Analysis of net assets between funds – prior year

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total funds 2024 £
Intangible fixed assets	115,028	-	115,028
Tangible fixed assets	1,400	-	1,400
Net current assets	283,978	-	283,978
	400,406	-	400,406

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

	Total 2025 £	Total 2024 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)	(100,784)	(80,548)
Adjustment for:		
Depreciation and amortisation charges	30,666	31,784
Decrease/(increase) in debtors	(18,000)	98,275
(Decrease)/increase in creditors	36,271	(27,697)
Net cash provided by/(used in) operating activities	(51,847)	21,814

17. Pension commitments

The company operates a defined contributions pension scheme which was implemented in February 2017. The assets of the scheme are held separately from those of the company in independently administered fund. The pensions cost charge represents contributions payable by the company to the fund and amounted to £12,393 (2024 - £11,306).

18. Operating lease commitments

At 31 March 2025 the total of the Charity's future minimum lease payments under non-cancellable operating leases was:

	Office equipment	
	Total 2025 £	Total 2024 £
Amounts payable:		
Within 1 year	1,154	1,154
Between 2 and 5 years	1,646	1,646
	2,800	2,800

19. Related party transactions

Trinity Laban Conservatoire of Music and Dance, in which Anthony Bowne is a Director, were paid £288 during the year (2024 - £240). The transaction was on an arm's length basis and the trustee received no benefit as a result of the transaction.

As disclosed in note 8, there were no transactions with Trustees in the year (2024 – no transactions).

ONE DANCE UK

England & Wales - Charity number 801552

Accounts

Company registered number: 2931636

Charity registered number: 801552

ONE DANCE UK

(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

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REPORT OF THE TRUSTEES FOR THE YEAR ENDING 31 MARCH 2024

The Trustees are pleased to present their annual Directors' report together with the financial statements of the charity for the year ended 31 March 2024, which are also prepared to meet the requirements for a Director's report and accounts for Companies Act purposes.

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

OUR PURPOSE

A STRONGER, MORE VIBRANT AND MORE DIVERSE DANCE SECTOR FOR THE UK

We are a charity dedicated to raising the profile, excellence, diversity, and importance of UK dance. These are the cornerstones of our constitution:

Promoting Dance and its diversity

To advance arts and culture for the benefit of the public by promoting all forms of dance. This includes the promotion of good practice, education and specific forms of dance including but not limited to the promotion of the work of dance artists of the African Diaspora in all its expressions.

Education

To advance the education of the public, teachers, students, young people, dance practitioners and professionals in the UK in dance including but not limited to; research, the promotion of dance with and for young people, Dance of the African Diaspora, promoting standards of excellence in the teaching of dance for all ages (with a focus on the school curriculum) and the promotion of specific forms of dance.

Health

To advance the health and wellbeing of all those who dance.

Relief of poverty

To relieve poverty amongst dancers, dance artists, dance practitioners and their dependents.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)' and the Charity Governance Code. We rely on grants, fundraising, sponsorships, members' fees and ticket sales to cover our operating costs.

OUR STRATEGY

TOGETHER WE'RE STRONGER

With the mandate of our members, we provide one clear voice for dance and a clear strategy to meet our purpose.

- Providing information and direct support to dance professionals, dance teachers, schools and organisations to support a vibrant, healthy, and sustainable dance ecology
- Ensuring children and young people of any background participate in high quality dance through our advocacy and programmes
- Raising the profile of diverse dance practice and equality for diverse professionals, performances, education and leadership in organisations across the UK
- Advocating loudly for UK dance with government, CYP programme board and health and mental wellbeing providers
- Providing artists at all stages of their careers with opportunities, resources and information to survive and thrive.

VOLUNTEERS

We rely on, and are extremely grateful to, our volunteers who include our Dance Ambassadors, Board members, expert panels and other supporters at events.

Annually, we rely on 40 volunteers who generously give up to 560 hours of their time. Dance Ambassadors (aged 18 – 25 years) write blogs, speak to Members of Parliament, support us at our events and benefit from engaging with us. Through exciting opportunities, they find out about the various roles and careers in dance.

OUR WORK THIS YEAR

SUPPORTING DANCE

As the dance sector began to recover from the pandemic we continued to listen, learn and respond to what our dance community asked of us. We worked with other sector bodies to respond to the emerging cost of living crisis and hugely increased energy costs which impacted both individuals and organisational members.

During a testing time for dance and the dance economy, advocating for our member's needs to DCMS and DfE, funders and performing arts representative bodies remains our key priority.

We saw a steadying of membership following our renewed membership offer, after a period of declining membership. Our new strategy addresses the current needs of individual members, as well as continuing to provide essential support to organisational members. The One Dance UK Team is dedicated to listening and aligning our services to best serve the dance community's needs now and in the future, with work undertaken through the year to launch a new website with refreshed membership benefits, focusing on delivering increased value to our members and the sector we serve. We remain committed to providing freelancers with the support they need to maintain and develop sustainable careers in dance.

ADVOCACY

Regular engagement with Government and officials continued throughout 2023/24, covering issues which affect all of our members, both individual and organisational, including: EU exit and its impact on the dance sector; work to address ongoing concerns about the impact of education policy on dance education and training through the creation of a Cultural Education Plan; and addressing operational issues as they arose for members including on inbound immigration and tax-related issues.

OUR PROGRAMMES AND WORK

CHILDREN AND YOUNG PEOPLE (CYP)

ADVOCACY

Programme Board: CYP Dance

The Programme Board: CYP Dance brings together organisations with a strategic remit for CYP dance in England, both in and outside school settings. We continue to have very positive engagement from key stakeholders including DfE, ACE and awarding organisations (Exam Boards). One Dance UK provides the Secretariat and meetings were chaired by Geoff Barton, General Secretary of the Association of School and College Leaders (ASCL), with meetings taking place termly to ensure key issues remain high on the agenda.

Save Our Subjects Campaign

We partnered with ISM and NSEAD to lead the Save Our Subjects campaign, focused on ensuring that all children receive a broad and balanced curriculum entitlement including access to high-quality teaching and learning in the arts. The campaign focuses on specific asks of government, most notably around a review and reform of school accountability measures. The three organisations created a briefing paper for Labour ahead of the election campaign and delivered a joint letter with over 1,000 signatures to DfE.

U.DANCE REGIONAL PLATFORMS NATIONAL FESTIVAL 2023

U.Dance Regional Platforms

U.Dance Regional Platforms took place in the nine English regions, plus Scotland and Northern Ireland, delivered by regional partners and forming the selection process for the National Festival. In Wales, an online submission processed was managed by National Youth Arts Wales.

U.Dance National Festival

The U.Dance national Festival was delivered in Newcastle on 21-23 July 2023
Over 400 young dancers from around the UK were invited to take part in the U.Dance National Festival from 21-23 July in Newcastle. Event partners included Dance City, Northern Stage, Newcastle College, TIN Arts and NYDC England.

Participants showcased a range of dance styles and backgrounds with 40 groups taking part, selected from hundreds of entries at U.Dance Regional Platforms or by special guest invitation. Guest companies included the National Youth Dance Companies of England and Scotland, artists from National Youth Dance Wales, and Centre for Advanced Training artists from the North East. Alongside groups who took part from around the country, special focus was taken to ensure performance opportunities from around the North East region, with a range of locally based groups offered showcase opportunities and representatives from local professional dance companies sharing their knowledge through workshops and talks. The event also saw the integration of One Dance UK's Young Creatives programmewith a showcase of the work of eight youth choreographers.

The 3-day event comprised:

4 x showcases of youth dance

- Spotlight on the North East Showcase, Dance City
- 2 x U.Dance National Showcases, Northern Stage
- Young Creatives Showcase, Dance City

2 x warm up ceilidhs provided by the English Folk Dance and Song Society

21 x Dance Workshops with a range of leading artists with a special focus on those from the North East

7 x Careers Talks with a range of leading dance professionals working in different elements of the dance sector

Organisations represented in the Workshops and Careers Talks included:

- BalletLORENT
- Beth Veitch Dance
- Dance City
- Eliot Smith Dance
- English Folk Dance and Song Society
- National Youth Dance Company (NYDC) – England
- Southpaw Dance Company

Dance Pathways Marketplace, where participants could talk directly to higher education and training providers

Free Foyer Performance presented by the English Folk Dance and Song Society

YOUNG CREATIVES

The Young Creatives programme for aspiring choreographers continued to support the creative journeys of young people from a diverse geographical locations and backgrounds. Working with a creative team of professional mentors and workshop leaders, participants developed their creative 'toolkits' across a two-year programme, leading to the creation of innovative new work performed at a professional venue.

The 2022/23 academic year programme was delivered in-person and online, with 16 Year 1 participants taking part in skills building and creative sessions with high-profile practitioners. Meanwhile 8 participants who had progressed onto Year 2 of the programme were mentored by Kate Flatt OB, Vidya Patel, Rhian Robbins and John-William Watson, leading to the creation of high-quality original work which was premiered at Dance City, Newcastle, as part of the U.Dance National Festival in July 2023.

Autumn 2023 marked the next round of recruitment, with 51 applications received across both years of the programme. A new Year 1 cohort of 18 young people was selected, who began working closely with Programme Lead Sarah Dowling to build their creative skills. At the same time, six participants progressed from Year 1 to Year 2 and were allocated a professional mentor. Both cohorts worked towards sharing new creations in Summer 2024 as part of the U.Dance National Festival.

The Young Creatives programme was enhanced through support from London Contemporary Dance School.

"Young people never fail to astound me with their creativity, passion and ability to get right to the heart of the matter through dance. It feels like it is more vital than ever that young people have opportunity to express themselves and explore their creative voices. The Young Creatives programme does exactly that."

Sir. Richard Alston, Young Creatives and U.Dance Champion

Commented [PH1]: @Laura Nicholson Needs an update for 2023/24

EQUALITY, DIVERSITY & INCLUSION

To further our commitment to Equality, Diversity & Inclusion (EDI), we published a dedicated EDI policy that lays out our commitments and responsibilities. Our EDI action plan will also be made publicly available to allow not just our internal stakeholders, but also our members to hold us accountable to the commitments we've made. Following the publication of the action plan, we will publish annual updates on the progress of our actions to foster transparency between ourselves and our members, and the broader dance sector.

In February, what was previously known as the Language Working Group, now known as our Access and Inclusion Advisory Group (AIAG) was reformed and currently has 6 active members from across different functions within One Dance UK. The purpose of this group is to:

- Act as a sounding board for One Dance UK's EDI practices – both internally and externally.
- Drive change through more vocal advocacy on matters relating to EDI

In an effort to ensure that our members also benefit from any training internal staff undertake, we have committed to working with partners and suppliers that will enable us to share the resources as part of a member only benefit. As such, we have gone on to share resources from Gendered Intelligence as part of our Transgender Awareness Training, and resources from IDEA as part of our Neurodiversity in the Workplace training.

Black History Month 2024

Following a survey to all members that looked to understand what our Global Majority members (especially) wanted to see more of from us, we have planned a live Q&A session, geared towards young people at the early stages of their careers looking to understand the plethora of opportunities that exist within the dance sector beyond performing. This live session will be hosted by our Community & Inclusion Manager in conjunction with our Children & Young Peoples (CYP) team, utilising contacts from our Representation in Dance Ecucation (RiDE) Roundtable . Additionally, we have also planned a webinar on the history of Jazz dance in the UK which will be delivered by One Dance UK and Member-Led Network Jazz Theatre Arts UK (JTAUK) member, Dollie Henry MBE.

Accessibility

As a Disability Confident 'Committed' employer, we are centering accessibility in the work that we do. We have equipped members of staff with training to create 'Easier-to-Read' documents that will enable us to begin making some of our most used resources accessible. We have also embarked on the Change Partner programme developing a closer relationship with Ramps On The Moon where our selected team members take part in a 12-month programme to embed anti-ableism into the fabric of our work. As a result, we have been successful in gaining

funding to help us implement initiatives that will support us on our Disability Confident journey.

HEALTH, WELLBEING AND PERFORMANCE (HWbP) AND NATIONAL INSTITUTE OF DANCE MEDICINE AND SCIENCE (NIDMS)

One Dance UK's Health, Wellbeing and Performance team is a world leader in dancers' health, delivered in partnership with organisations and experts in healthcare, research, advocacy, and education. We are also a founding partner in the National Institute of Dance Medicine and Science, providing access to high quality, affordable, dance specific healthcare and dance science support services in private practice and the NHS, underpinned by dance medicine and science research, best practice, information, and resources are disseminated to the wider dance and health community through educational workshops, conferences, and publications.

HEALTHIER DANCER PROGRAMME (HDP) TALKS

In 2023-24, HDP Talks were delivered to over 1090 dance students and dance professionals in 30 dance organisations on subjects including nutrition and hydration, healthy dance practice, burnout and rest, perfectionism, safeguarding in dance, growth mindset, openness, and psychological flexibility. These talks in dancers' health and performance aim to promote safe dance practice in educational and professional environments, educate dancers and educators on strategies to promote physical health and wellbeing, and raise awareness of resources, programmes, and organisations that facilitate health and performance in dance.

NIDMS NHS DANCE INJURY CLINICS

As a founding partner of NIDMS, One Dance UK helped to establish the first and only dance specialist national health services in the UK. NIDMS Dance Injury Clinics in London, Birmingham and Bath have reached an estimated 5,000 dance professionals and students since 2012. Dancers require specialist care from medical practitioners who understand the demands and requirements of professional dance training and performance. The four NHS Dance Injury clinics at Royal National Orthopaedic Hospital Stanmore, London, Mile End Hospital, London, Royal United Hospital, Bath, and Queen Elizabeth Hospital, Birmingham are led by a Sport and Exercise Medicine consultant with experience treating dancers, alongside a dance-specialist physiotherapist. Each clinic can refer to a wider multidisciplinary team including podiatrists, surgeons, dieticians and psychologists/psychiatrists. The HWbP Team raise awareness of the service to dance companies, schools, and awarding bodies, as well as social media and the NIDMS website. We are also the first point of contact for GPs, parents, and the dance ecology to support referrals.

HEALTHCARE PRACTITIONERS' DIRECTORY

Our free searchable online database lists private medical, psychological, and complementary healthcare practitioners who are based throughout the UK and recommended by members of the dance profession. In March 2024, 20 Healthcare Practitioners were listed on the Directory.

PERFORMANCE OPTIMISATION PACKAGE (POP)

in 2023-24, One Dance UK continued to offer the Performance Optimisation Package (POP). POP provided support to maintain health, fitness, and performance through health cash plans provided by BHSF, and dance specific musculoskeletal screening. POP complements NIDMS NHS dance injury clinics and the Healthcare Practitioners Directory. POP is available as an add-on to One Dance UK membership. Companies and schools can also add it to their existing offer for students, employees, and freelancers.

BHSF RISE HEALTH & WELLBEING SERVICE

We completed a pilot of the new health and wellbeing service we are developing as an add on to One Dance UK membership, and are preparing to roll out this offer in 2024/25. In addition to the usual employee assistance programme benefits of personal legal and financial/debt advice, our health and wellbeing service also includes telephone and face-to-face counselling, psychiatric assessment, complex case support and complex case management, and confidential expert carer support and advice.

SAFEGUARDING IN UK DANCE ORGANISATIONS

We continue to collaborate with NIDMS and the University of Birmingham to investigate safeguarding in dance by exploring the experiences of diverse current and former dancers of safe dance environments, specifically focussing on the perceptions of what characterises a safe dance environment. In 2023/24 we focused particularly on participant recruitment and diversity.

INDUSTRY STANDARDS FOR DANCERS' HEALTH AND WELLBEING

Developed in 2022, the NIDMS Best Practice Standards are a benchmark for dance organisations in the UK to be recognised for existing good practice in healthcare, dance science support, and health education for dance professionals and students, and provide guidance to enhance support dance professional and student health, wellbeing and performance.

HEALTHIER DANCER PROGRAMME (HDP) FACEBOOK GROUP

The Facebook Group for the Healthier Dancer Programme, established in April 2021 to boost engagement with audiences interested in dancers' health, wellbeing, performance, and dance medicine science, currently has 354 members. All content that is released on the Healthier Dancer Programme Facebook page is reviewed in line with our quality assurance policy, to

ensure that material is: up-to-date, genuine, audience-specific, and evidenced (where appropriate).

ONE DANCE UK AWARDS 2024

The One Dance UK Awards 2024 celebrated, championed, and promoted the achievements of the sector across the previous 12 months, whilst spotlighting the diverse and vibrant dance ecology in Coventry and the West Midlands. This included working closely with our partner Far Go to source technicians, catering, dressing of the space and performers and professionals based in the region for the ceremony and panel discussion.

We received a total of 372 nominations over 11 categories plus 1766 votes for the People's Choice Award.

MEMBERSHIP

We have seen a plateau in membership over the 2023/24 financial year, following a period of declining membership We continue to survey non-renewing members as their memberships lapse to ascertain the main reasons for them letting their membership expire. The key reasons cited continue to be financial (loss of funding and/or closure for organisational members, and affordability at the time of renewal for individual members), and a lack of understanding of membership benefits and/or the value of membership (mostly individuals citing that they had not used their membership or did not think they needed it anymore).

We reviewed and refreshed the membership offer and continue to provide a consistent service, receiving very high satisfaction ratings for all programmes, engaging with our members and supporting their needs through the resources, advocacy, training, networks and other bespoke support services which are all part of our membership offer. We have worked hard to strengthen and clarify our offer, with the team defining and articulating a simpler and clearer summary of refreshed key membership benefits for inclusion on the new website. We continue to strive to ensure we understand the current support needs of the sector we serve and have successfully implemented a new CRM solution in 2023/24. We refreshed our CPD offer to reinvigorate Teacher, Trainee Teacher, and Educational Establishment memberships, and developed a new CPD Snippet series which replaces the previous bookable, ticketed programme in 2023/24. We have further improved the membership experience, value of benefits, access to offers and the members area on our new website, with more targeted communications around membership.

Throughout the 2023/24 financial year, we have:

- Supported research with a representative group of dance freelancers to understand their current working patterns, support needs, and how to empower them to become more involved in advocacy. We took some of them to parliament to speak to members of the Dance APPG, and gave them access to our new health and wellbeing service as a pilot for the new add-on we will launch in 2023/24;
- Reviewed membership benefits and embedded a refreshed offer within plans for the new website and CRM for the 2023/24 financial year;
- Delivered the first year of support to our first Member Led Network serving historically underrepresented communities working in Jazz, and agreed joint actions for 2023/24

Learning from our first MLN will inform our approach to further MLNs in the future, with a view to improving awareness and growth of typically underserved communities within the dance sector;
- Clarified our CPD and training offer including benchmarking and standardising rates across all our in-house online and in-person CPD and training. In addition, we have recorded a CPD snippet series and generated a new webinar programme to form part of our growing bank of resources for launch in 2023/24;
- And offered discounted individual membership to our Dance Ambassadors.

Our membership at 31 March 2024 stood at xxx

OUR PRIORITIES

DATA, EQUITY, BALANCE AND BELONGING

We are building our capacity to collect and analyse data in order to be able to present more convincing arguments and a stronger evidence base on the positive impact on the UK of sustained and increased investment in the dance sector.

We advocate an equitable, diverse and inclusive dance ecology that accurately reflects the multiple voices in dance and the dance community which everyone should feel included in.

We continue to develop benchmarks to map the make-up of our staff, members and the participants of our programmes, and the broader dance community. We will continue to identify and prioritise diversity gaps and build sustainable relationships that better represent the balance of the dance ecology.

We encourage our partners and members to be respectfully open and honest with us so that we can grow together and celebrate the richness of every person and idea.

OUR ENVIRONMENTAL RESPONSIBILITY

We are furthering our commitment to leveraging partnerships and facilitating important conversations, to ensure our dance ecology remains informed and can take relevant action to reduce the impact of the climate crisis. In partnership with The Theatre Green Book we have formalised a toolkit, which brings together sustainability experts and organisations to create a common standard for progressing sustainability within dance spaces. We will continue to build our understanding towards becoming more sustainable, including the challenges faced by our member and non-member communities.

FUNDRAISING ACTIVITIES

We have continued to deepen our relationship with funders and sustained current funding including with Arts Council England (securing regular funding as an NPO in the 2023-26 Investment Period) and other current and potential funders.

We ensure our compliance with the Charities Act 2016 and follow guidance from the Fundraising Regulator's voluntary regulation scheme. We require and monitor protection around vulnerable people and members of the public from unreasonable intrusion on a person's privacy, unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the charity or placing undue pressure on a person to give money or other property. These fit with our safeguarding policy on all activities. There were no complaints received by One Dance UK or our fundraiser for our fundraising activities.

PLANS FOR THE FUTURE

Strategic Roadmap and Governance Review

We ensure that all plans for new and continuing work fit within the strategic roadmap developed in 2022/23, to ensure our resources and operations continually maximise the social impact and benefit to our members and beneficiaries, within our five strategic focus areas:

- Advocacy & Communications
- Dance Ecology & Membership
- Data Collection & Analysis
- Pathways & Opportunities
- Access & Inclusion

The Trustees promote regular reviews of the charity's strategy in line with their Good Governance responsibilities. Board reports and meetings have been adjusted to keep track and monitor the progress of the updated strategic plans. The most recent strategic review was completed in 2022.

Trustee Recruitment

We keep up to date the Skills Audit of our Board Members which was updated at the end of May 23. The Board uses this to identify any gaps in skills which potential new Trustees can fill as an essential part of Trustee recruitment. Further Trustees will be recruited over future months to continue to refresh Board membership, to replace Trustees whose second terms of office are coming to an end, to and ensure the range of skills amongst Trustees reflects the current make-up and needs of the organisation, our membership and the broader sector.

Membership

- Ensure our membership offer remains relevant, responsive, and aligned to support sector needs
- Over the course of 2023/24, membership numbers have stabilised, and we will continue to work to maintain and increase the value and benefits of membership.
- Our new CRM went live during 2023/24 and is already bringing benefits in the data we have access to and our ability to communicate with members. We will continue developing our use of this system for the benefit of our members
- We will continue to develop hybrid, live and digital events, reviewing uptake and member engagement and doing our best to ensure all delivery is accessible

Awards

We are planning for the Awards to take place in Birmingham in January 2025. We will be working with local partners and spotlighting the dancers and artists from the local area bringing the industries focus to Birmingham.

Leading Systemic Change
Chief Executive, Andrew Hurst, and Head of Children & Young People's Dance, Laura Nicholson, will continue to take part in the Clore Leadership Programme's 'Leading Systemic Change: Scale and Complexity' over the course of 2024/25. We are excited about the opportunity to build organisational confidence and skill, enabling us to choose and operationalise approaches confidently, and with agility whilst becoming part of an inspiring and resourceful peer network with a collective understanding, creative empathy and practical support borne of shared experiences.

Ramps on the Moon Change Partner programme
We have signed up to this programme of support for embedded change with 2 cohorts of performing arts organisations committed to disability equality and anti-ableism. We will be part of the first cohort beginning this work in early 2024. The programme has been designed and will be delivered in partnership between Ramps on the Moon and People Make It Work, based on the demonstrable success of founding partners' work elevating the place of disabled people in mainstream theatre, and contains elements which the founding partners have identified as key drivers of change.

DeVos Global Arts Management Fellowship
Chief Executive, Andrew Hurst, was selected as one of a cohort of 7 from over 300 applicants from 57 countries to join an existing cohost of 6 from 2022, and 6 from 2023 as part of a 3-year programme supporting global arts leaders to

FINANCIAL REVIEW

In the year to 31 March 2024 we made a deficit of £80.5k (in the year to 31 March 2023 £209).

We recognise that inflationary pressures and the return to face-to-face activities will make for a difficult year in 2024/25. We have set a budget for this period which will leave our reserves within the levels required by Trustees, with a reduced deficit in the year.

The Trustees are satisfied that One Dance UK is a going concern at the time of signing the accounts as:

- Core funding of £763,800 per annum is confirmed to continue as NPO within Arts Council England's National Portfolio of Organisations to March 2026, with likely extension through 2026/27.
- We have adjusted our future budgets and cashflow projections to anticipate lower than projected earned income along with lower programme costs through hybrid delivery. We expect to cover our operating costs to March 2024.
- Our unrestricted reserves are at the appropriate level required by our Trustees.

We are a National Portfolio Organisation within Arts Council England's Investment Programme 2023-26, which has now been extended to March 2027. Arts Council England is our largest funder with funding used to meet our programme of activities and contribute to core costs.

PRINCIPAL RISKS AND MANAGEMENT

Our Trustees have a risk management strategy which comprises:

- six-monthly review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the six-monthly review and a quarterly risk summary to update progress on risk mitigation;
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

The Trustees have identified that inflationary pressures, a continued real-terms decrease in grant income, and the impact of the cost-of-living crisis and increased energy prices are the major risks in meeting fundraising and income targets and maintaining smooth operations to ensure we serve beneficiaries and maintain financial resilience.

The risks have been mitigated through:

- adjusting our business model, budgets and cashflows for the next two financial years in response to lower than originally budgeted earned income matched by equally lower operating costs through hybrid delivery;
- growing online delivery, communication and advocacy for the dance sector;
- bench marking salaries to levels appropriate to our organisation's size and specialist skills;
- continued funding from Arts Council England as principal NPO funder to 31 March 2027, contributing to core and educational costs based on funding conditions that we are certain will be met.

We regularly review the fundraising achieved against targets to make any adjustments to our activities should the need arise.

RESERVES AND RESERVES POLICY

The Trustees of the charity have set the unrestricted reserves policy at a level so that there are sufficient funds to cover:

- three months of operations in the event of any unplanned closure and its impact on beneficiaries, Staff and other financial commitments;
- fluctuations in annual projected income; and
- foreseeable financial commitments.

The Trustees have set a range of £300,000 to £350,000 as an appropriate level of unrestricted reserves for the future plans of the charity.

The charity has a total of £116,428 of fixed assets (tangible and intangible) on the balance sheet, which will depreciated to a value of £0 over future years. The designated funds showing in the accounts are to recognise this future committed depreciation expenditure.

At the year end, the Charity held £284k in unrestricted and undesignated funds, marginally below the level required by trustees (2023: £376k).

At 31 March 2023, the Charity held £0 (2023: £5,670) in restricted funds for specific projects.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

One Dance UK is a company limited by guarantee governed by its Memorandum and Articles of Association dated 11 May 1994. It is registered as a charity with the Charity Commission. Anyone over the age of 18 can become a member of the Company and there are currently 963 members, each of whom agrees to contribute £1 in the event of the charity winding up.

Appointment of Trustees

As set out in the Articles of Association the Trustees are appointed by members of One Dance UK at the Annual General Meeting (AGM) or by postal vote. The Trustees shall retire from office at the fourth AGM following the AGM at which his or her current term commenced. Any Trustee who has served two consecutive terms can only be re-appointed after a one-year break from office.

All members are circulated with notice at least 21 days prior to the AGM advising them of the retiring Trustees and requesting votes for any newly proposed Trustees for the AGM. If a vacancy on the Board occurs between AGMs the Board may co-opt a person to serve until the next AGM when such person may stand for election. If the Trustees determine that the Board is lacking any particular skill then the Trustees may appoint an additional three Trustees at any time with a term not exceeding four years from the AGM that their appointment was accepted by members.

Trustee induction and training

New Trustees are required to have an induction into all key areas of One Dance UK's work and its constitution, and to be briefed on their legal obligations prior to their first Board meeting. They must sign a 'fit and proper person' declaration, conflict of interest memorandum, and are provided with good governance documentation, financial and management accounts, the Memorandum and Articles of Association and the latest business plan.

Organisation

The Board of Trustees, which can have up to 20 members, is responsible for decisions regarding policy and overall direction. The Board monitors progress of programmes and initiatives, finance and other developments at quarterly meetings and reports to the membership at the AGM. There is a Finance subcommittee that meets quarterly to report finance and risk matters to the Trustees.

A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment, project and programme delivery and fundraising

RELATED PARTIES AND UMBRELLA NETWORKS

None of our Trustees receive remuneration or other benefit from their work with the charity. Any Connection between a Trustee or senior manager of the charity with a related party must be disclosed to the full board of Trustees in the same way as any other contractual relationship with a related party. In the current year no such related party transactions were reported.

There were no related party transactions in the year to 31 March 2024.

The charity is a paying member of umbrella groups Creative UK, Culture Counts and the UK Dance Network. The charity is also a non-paying participant of other umbrella groups that are WhatNext? and the Cultural Learning Alliance. Our membership and affiliations do not impact on the operating policies adopted by the charity.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The Charity Trustees (who are also the Directors of One Dance UK for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that period. In preparing the financial statements, the trustees are required to:

1. select suitable accounting policies and then apply them consistently;
2. observe the methods and principles in the Charities SORP;
3. make judgements and estimates that are reasonable and prudent;
4. state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
5. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions

ONE DANCE UK
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

One Dance UK has taken advantage of the small companies exemption in preparing the directors report for the year to 31st March 2024

By order of the Board of Trustees

Amanda Skoog MNZM, Chair

Date: 02/12/2024

ONE DANCE UK

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

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ONE DANCE UK

REFERENCE AND ADMINSTRATIVE DETAILS OF THE COMPANY

FOR THE YEAR ENDED 31 MARCH 2024

Trustees
Amanda Skoog (Chair)
Andrew Carrick
Anthony Bowne
Denise Nurse
Emma Keith (appointed 18/09/2023)
Jane Mary Bonham-Carter
Julian Flitter
Susannah Simons
Victor Fung (Deputy Chair) (appointed 23/09/2023)

Company registered number:	2931636
Charity registered number:	801552
Registered office:	Dance Hub, Thorp Street, Birmingham, B5 4TB
Chief executive:	Andrew Hurst
Independent Examiner:	Locke Williams Associates LLP, Blackthorn House, St Pauls Square, Birmingham, B3 1RL
Bankers:	Cater Allan, 9 Nelson Street, Bradford, BD1 5AN
	HSBC Bank Plc, 18 Ballards Lane, Church End, Finchley, London, N3
Solicitors:	Level Law, 20-22 Shelton Street, Covent Garden London, WC2H 9JJ

ONE DANCE UK

INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF ONE DANCE UK

FOR THE YEAR ENDED 31 MARCH 2024

I report to the Trustees on my examination of the accounts of One Dance UK for the year ended 31 March 2024 which are set out on pages 25 to 38.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act"). The trustees are satisfied that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and have chosen instead to have an independent examination.

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

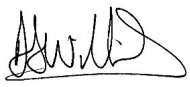
Independent examiner's statement

Since the charity's income is in excess of £250,000 your examiner must be a member of a body listed in the 2011 Act. I can confirm that I am qualified to undertake the examination because I am a registered member of the ICAEW which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention giving me cause to believe that in any material respect:

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

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



David Williams FCA FCCA
Locke Williams Associates LLP
Blackthorn House, St Paul's Square
Birmingham, B3 1RL

Date: 12/12/2024

ONE DANCE UK

STATEMENT OF FINANICAL ACTIVITIES (INCORPORATING THE INCOME & EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2024

	Note	Unrestricted Funds 2024	Restricted Funds 2024	Total 2024	Total 2023 (restated)
		£	£	£	£
Income from:					
Grants Received		763,800	-	763,800	807,800
Donations and legacies	2	2,554	-	2,554	51,959
Charitable activities	3	87,820	-	87,820	89,428
Fundraising activities	4	5,615	-	5,615	10,150
Other income		192	-	192	3,103
Total income		859,981	-	859,981	962,440
Expenditure on:					
Raising funds		72,296	-	72,296	72,712
Charitable activities	5,6	862,563	5,670	868,233	889,937
Total expenditure	7	934,859	5,670	940,529	962,649
Net income		(74,878)	(5,670)	(80,548)	(209)
Transfers between funds		-	-	-	-
Net movement in funds		(74,878)	(5,670)	(80,548)	(209)
Reconciliation of funds:					
Total funds brought forward	14	475,284	5,670	480,954	481,163
Total funds carried forward	14	400,406	-	400,406	480,954

All income derives from continuing activities.

The notes on pages 23 to 36 part of these financial statements.

ONE DANCE UK (a Company Limited by Guarantee)Company Number: 2931636

BALANCE SHEET

AT 31 MARCH 2024

	Note	£	2024 £	£	2023 £
Fixed assets					
Intangible assets	10		115,028		63,345
Tangible assets	11		1,400		954
			116,428		64,299
Current assets					
Debtors	12	6,319		104.595	
Cash at bank and in hand		364,881		426,979	
		371,200		531,574	
Creditors: Amounts falling due within one year	13	(87,222)		(114,919)	
Net current assets			283,978		416,655
Total net assets			400,406		480,954
Charity Funds					
Restricted funds	14		-		5,670
Unrestricted funds	14		400,406		475,284
Total funds			**400,406**		**480,954**

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

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

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with The Charities SORP (FRS 102).

The financial statements were approved and authorised for issue by the Trustees on 0212/2024 and signed on their behalf by:

Amanda Skoog, Director **Julian Flitter, Director**

The notes on pages 23 to 36 form part of these financial statements.

ONE DANCE UK

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash used in/(provided by) operating activities	16	21,814	(32,634)
Cash flows from investing activities:			
Purchase of fixed assets		(83,912)	(64,125)
Net cash used in investing activities		(83,912)	(64,125)
Change in cash and cash equivalents in the year		(62,098)	(96,759)
Cash and cash equivalents brought forward		426,979	523,738
Cash and cash equivalents carried forward		364,881	426,979

Analysis of changes in net debt	**At 1 April 2023** **£**	**Cash Flows** **£**	**At 31 March 2024** **£**
Cash and cash equivalents	426,979	(62,098)	364,881

The notes on pages 26 to 39 form part of these financial statements.

1. Accounting policies

1.1 Basis of preparation of the financial statements

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

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

1.2 Company status

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

1.3 Going concern

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern at the time of signing the accounts as:

- Core funding of £763,800 per annum is confirmed as NPO within Arts Council England's National Portfolio of Organisations to March 2026;
- The Charity has adjusted its future budgets and cashflow projections to anticipate projected earned income along with significantly lower programme costs through switching to hybrid delivery. The Charity expects to cover its operating costs to March 2026 ; and
- The Charity's unrestricted reserves are at the appropriate level set by the Trustees.

1.4 Income

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

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Accounting policies (continued)

1.8 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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 company.

Charitable activities are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

1.9 Intangible fixed assets and amortisation

Intangible assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is charged over a period of five years.

1.10Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised at cost.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

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

Office equipment – 50% and 33% on cost

1.8 Interest receivable

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

1. Accounting policies (continued)

1.9 Debtors

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

1.10 Cash at Bank and in hand

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

1.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.12 Financial instruments

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

1.13 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

1.14 Fund accounting

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

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

Investment income, gains and losses are allocated to the appropriate fund.

1. Accounting policies (continued)

1.15 Critical accounting judgements and estimation uncertainty

In the application of the accounting policies, the Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

2. Income from donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total £
2024			
Donations	2,554	-	2,554
Grants	763,800	-	763,800
Total 2024	766,354	-	766,354
2023			
Donations	26,959	-	26,959
Grants	763,800	69,000	832,800
Total 2023	790,759	69,000	859,759

2. Income from donations and legacies (continued)

The company recognised Public Funding income from:

	Arts Council England £
2024	
Core	763,800
Total 2024	**763,800**

	Arts Council England £
2023	
Core	763,800
Dance Passion	25,000
Total 2023-	**788,800**

3. Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total £
Projects 2024	87,820	-	87,820
Projects 2023	89,428	-	89,428

4. Fundraising income

	Unrestricted Funds £	Restricted Funds £	Total £
2024			
Sponsorship	5.615	-	5,615
Total 2024	5,615	-	5,615
2023			
Fundraising events	150	-	150
Sponsorship	10,000	-	10,000
Total 2023	10,150	-	10,150

5. Charitable activities - Direct costs

	Total 2024 £	Total 2023 £
Project expenditure	113,730	168,680
Wages and salaries	238,803	226,516
National insurance	24,306	22,906
Pension costs	5,314	5,090
	382,153	423,192

6. Charitable activities - Support costs

	Total 2024 £	Total 2023 £
Office overheads	28,508	12,339
Administration costs	102,949	78,247
Professional finance	23,432	25,698
Governance	1,852	3,044
IT and software	34,943	23,492
Wages and salaries	265,831	288,293
National insurance	22,573	29,153
Pension cost	5,992	6,479
	486,080	466,745

7. Analysis of expenditure by expenditure type

	Staff costs 2024 £	Other costs 2024 £	Total 2024 £
Fundraising team costs	72,296	-	72,296
Charitable activities	562,819	305,414	868,233
	635,115	305,693	940,529

	Staff costs 2023 £	Other costs 2023 £	Total 2023 £
Fundraising team costs	41,912	30,800	72,712
Charitable activities	578,437	311,500	889,937
	620,349	342,300	962,649

8. Net income/(expenditure)

This is stated after charging:	Total 2024 £	Total 2023 £
Depreciation of tangible fixed assets:		
Owned by the charity	3,026	1,191
Amortisation of intangible fixed assets	28,757	22,716
Auditors' remuneration – audit	-	-
Independent examiner's fees	2,400	3,000

During the year, no Trustees received any remuneration (2023 - £NIL).
During the year, no Trustees received any benefits in kind (2023 - £NIL).
During the year, three Trustees received £251 as reimbursement of expenses (2023 - £Nil).

9. Staff costs

Staff costs were as follows:

	Total 2024 £	Total 2023 £
Wages and salaries	576,930	556,721
Social security costs	46,879	52,059
Pension costs	11,306	11,569
	635,115	620,349

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

	2024 No.	2023 No.
Administration and projects	17	19

The number of higher paid employees was:

	2023 No.	2023 No.
Earning between £70,000 - £80,000	1	1

The Chief Executive, Finance Director and the heads of departments represent the key management of the Charity. Remuneration and benefits received by key management personnel in the year were £262,632 (2023 - £243,646).

10. Intangible fixed assets

	Software £
Cost	
At 1 April 2023	175,364
Additions	78,100
Disposals	(109,679)
At 31 March 2024	143,785
Amortisation	
At 1 April 2023	112,019
Charge for the year	28,757
Disposals	(112,019)
At 31 March 2024	28,757
Carrying amount	
At 31 March 2024	115,028
At 31 March 2023	63,345

11. Tangible fixed assets

	Office Equipment £
Cost	
At 1 April 2023	62,298
Additions	2,102
Disposals	(30,540)
At 31 March 2024	33,860
Depreciation	
At 1 April 2023	61,344
Charge for the year	702
Disposals	(29,586)
At 31 March 2024	32,460
Net book value	
At 31 March 2024	1,400
At 31 March 2023	954

12. Debtors

	Total 2024 £	Total 2023 £
Trade debtors	-	7,309
Other debtors	-	10,740
Prepayments and accrued income	6,319	86,546
	6,319	104,595

13. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	22,714	38,741
Other taxation and social security	40,185	41,168
Accruals and deferred income	24,323	35,010
	87,222	114,919

The figures in note 13 include £2,500 of deferred income, which is sponsorship for our 2024 U:Dance National event to be held in July 2024

14. Statement of funds

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2024 £
Unrestricted funds					
General Funds	375,930	859,981	(934,859)	(17,074)	283,978
Designated Funds					
CRM	99,212	-	-	(99,212)	-
Fixed Asset Fund	-	-	-	116,428	116,428
Dance on Toolkit	142	-	-	(142)	-
	475,284	859,981	(934,859)	-	400,406
Restricted funds					
Creative Scotland	751	-	(751)	-	-
Dance Passion	4,919	-	(4,919)	-	-
	5,670	-	(5,670)	-	-
Total of funds	480,954	859,981	(940,529)	-	400,406

14. Statement of funds (continued)

Comparative statement

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2023 £
Unrestricted funds					
General Funds	347,210	893,440	(864,720)	-	375,930
Designated Funds					
CRM	99,212	-	-	-	99,212
Dance on Toolkit	32,040	-	(31,898)	-	142
	478,462	893,440	(896,618)	-	475,284
Restricted funds					
Creative Scotland	751	-	-	-	751
Paul Hamlyn Foundation	-	44,000	(44,000)	-	-
Dance Passion	1,950	25,000	(22,031)	-	4,919
	2,701	69,000	(66,031)	-	5,670
Total of funds	481,163	962,440	(962,649)	-	480,954

Designated funds

Customer Relationship Database (CRM): The Trustees designated in 2021/22 £100,000 of general funds for the purchase and implementation of a cloud-based CRM system and upgraded website for membership, events, marketing, donations and reporting. The CRM and website went live during 2023/24 and the designation has now been transferred to the Tangible Fixed Asset fund.

Dance On Toolkit: The Trustees designated in 2021/22 £32,040 to create a 'Dance On Toolkit' based on the Dance for Health Links event research sharing to reduce the number of older people who are not achieving 30 minutes of moderate physical activity per week. The work on this project has been completed, and the remaining £142 transferred back to general funds.

Fixed Asset Fund This has been created to designated future expenditure on depreciation on tangible and intangible fixed assets. As there is no likely residual value on any assets, this matches the total value of fixed assets on the balance sheet.

14. Statement of funds (continued)

Creative Scotland
Creative Scotland provided an Open Project Fund grant to build on the professional development support offered to Scottish dancers, choreographers and dance students. This work has no been completed, and the expenditure for this year is in staff time.

Paul Hamlyn Foundation
One Dance UK was awarded a 5-year grant of £40,000 per year from the Backbone Fund as recognition of the important role that One Dance UK plays in the sector and as marking the establishment of a strategic relationship through which Paul Hamlyn Foundation may seek advice from time to time. The grant started in October 2018 and was not renewed for 2023/24.

Dance Passion
One Dance UK collaborated with BBC Arts a month-long celebration of dance from February 2022, featuring leading names and exciting new talent across television and online on BBC networks, stations, and platforms. One Dance UK and BBC Arts pulled together talent from across all four nations to create five hour-long programmes from four hubs across the UK: Warwick Arts Centre in Coventry, Theatre Royal Plymouth's TR2, Leeds Northern School of Contemporary Dance, and London's Sadler's Wells. Dance Passion 2022 also included thirteen BBC Arts and One Dance UK co-commissioned short films and interactive projects by UK-based professional and community dance companies, independent artists, choreographers, and associated technical partners based in dance education and dance medicine. The expenditure in 2023/24 represents staff time in winding up the project, and some follow up work.

15. Analysis of net assets between funds

Analysis of net assets between funds – current year

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £
Intangible fixed assets	115,028	-	115,028
Tangible fixed assets	1,400	-	1,400
Net current assets	283,978	-	238,978
	400,406	-	**400,406**

Analysis of net assets between funds – prior year

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total funds 2023 £
Intangible fixed assets	63,345	-	63,345
Tangible fixed assets	954	-	954
Net current assets	410,985	5,670	416,655
	475,284	5,670	480,954

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

	Total 2024 £	Total 2023 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)	(80,548)	(209)
Adjustment for:		
Depreciation and amortisation charges	31,784	23,907
Decrease/(increase) in debtors	98,275	(24,907)
(Decrease)/increase in creditors	(27,697)	(31,425)
Net cash provided by/(used in) operating activities	21,814	(32,634)

17. Pension commitments

The company operates a defined contributions pension scheme which was implemented in February 2017. The assets of the scheme are held separately from those of the company in independently administered fund. The pensions cost charge represents contributions payable by the company to the fund and amounted to £11,306 (2023 - £13,297).

18. Operating lease commitments

At 31 March 2024 the total of the Charity's future minimum lease payments under non-cancellable operating leases was:

	Office equipment	
	Total 2024 £	Total 2023 £
Amounts payable:		
Within 1 year	1,154	1,154
Between 2 and 5 years	1,646	1,646
	2,800	2,800

19. Related party transactions

Trinity Laban Conservatoire of Music and Dance, in which Anthony Bowne is a Director, were paid £240 during the year (2023 - £nil). The transaction was on an arm's length basis and the trustee received no benefit as a result of the transaction.

As disclosed in note 8, there were no transactions with Trustees in the year (2023 – no transactions).

ONE DANCE UK

England & Wales - Charity number 801552

Accounts

Company registered number: 2931636

Charity registered number: 801552

ONE DANCE UK

(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

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REPORT OF THE TRUSTEES FOR THE YEAR ENDING 31 MARCH 2023

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

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

OUR PURPOSE

A STRONGER, FULLY VIBRANT AND DIVERSE DANCE SECTOR FOR THE UK

We are a charity dedicated to raising the profile, excellence, diversity, and importance of UK dance. These are the cornerstones of our constitution:

Promoting Dance and its diversity

To advance arts and culture for the benefit of the public by promoting all forms of dance. This includes the promotion of good practice, education and specific forms of dance including but not limited to the promotion of the work of dance artists of the African Diaspora in all its expressions.

Education

To advance the education of the public, teachers, students, young people, dance practitioners and professionals in the UK in dance including but not limited to; research, the promotion of dance with and for young people, Dance of the African Diaspora, promoting standards of excellence in the teaching of dance for all ages (with a focus on the school curriculum) and the promotion of specific forms of dance.

Health

To advance the health and wellbeing of all those who dance.

Relief of poverty

To relieve poverty amongst dancers, dance artists, dance practitioners and their dependents.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)' and the Charity Governance Code. We rely on grants, fundraising, sponsorships, members' fees and ticket sales to cover our operating costs.

OUR WORK THIS YEAR

2022/23			
April to June 2022	***July to September***	***October to December***	***January 2023 to March 2023***
ADVOCACY: *Published research the state of dance in Primary and Secondary Education and started further research at Higher Education level.*	Working with other sector bodies in response to the cost of living crisis and energy prices	Dance APPG reformed with speakers on Dance Education appearing at the AGM in Parliament	Update to Decolonising the Curriculum (RiDE) resource published
HEALTH, WELLBEING AND PERFORMANCE *Continued engagement with individuals, schools, universities online, in person, within NHS and private dance and dance science settings*			
ODUK AWARDS *Nominations Opened*	*Nominations closed*	***ODUK AWARDS*** *Ceremony took place in person in Bristol (for the first time post-pandemic)*	
	U.DANCE NATIONAL FESTIVAL IN BIRMINGHAM		***U.DANCE LOCAL AND REGIONAL platforms in-person***
YOUNG CREATIVES *Return to in person activity and mentoring for 2022 cohorts*	***YOUNG CREATIVES*** *Final works presented as part of the U.Dance National Festival*	***YOUNG CREATIVES*** *Application and selection process for 2023 cohorts*	***YOUNG CREATIVES*** *Live and online delivery and mentoring for 2023 cohorts*
DANCE PASSION *Run of commissioned interactive works and short films extended to a full year*			***DANCE PASSION*** *Online hosting of content comes to an end*
CONTINUED PROFESSIONAL DEVELOPMENT (CPD) *Online Training and Careers Talks with Dance teacher and students carried on across the year*			
EQUITY, BALANCE AND BELONGING *We continued to develop our Balance & Belonging survey with a view to developing resources for the*	All staff anonymously surveyed on feelings of inclusion and openness to be heard and make changes to ODUK	Roundtable on Decolonising the Curriculum reconvened to co-design an update to the RiDE resource	Balance & Belonging survey results compiled and analysed.

OUR STRATEGY

TOGETHER WE'RE STRONGER

With the mandate of our members, we provide one clear voice for dance and a clear strategy to meet our purpose.

- Providing information and direct support to dance professionals, dance teachers, schools and organisations to support a vibrant, healthy, and sustainable dance ecology
- Ensuring children and young people of any background participate in high quality dance through our advocacy and programmes
- Raising the profile of diverse dance practice and equality for diverse professionals, performances, education and leadership in organisations across the UK
- Advocating loudly for UK dance with government, CYP programme board and health and mental wellbeing providers
- Providing artists at all stages of their careers with opportunities, resources and information to survive and thrive.

VOLUNTEERS

We rely on, and are extremely grateful to, our volunteers who include our Dance Ambassadors, Board members, expert panels and other supporters at events.

Annually, we rely on 40 volunteers who generously give up to 560 hours of their time. Dance Ambassadors (aged 15 – 25 years) write blogs, speak to Members of Parliament, support us at our events and benefit from engaging with us. Through exciting opportunities, they find out about the various roles and careers in dance.

SUPPORTING DANCE

As the dance sector began to recover from the pandemic we continued to listen, learn and respond to what our dance community asked of us. We worked with other sector bodies to respond to the emerging cost of living crisis and hugely increased energy costs which impacted both individuals and organisational members.

During a testing time for dance and the dance economy, advocating for our member's needs to DCMS and DfE, funders and performing arts representative bodies remains our key priority.

DANCE PASSION, a collaboration with BBC Arts to increase public awareness of the diversity, creativity and sheer brilliance of UK Dance in all its form, saw the commissioned content having its run extended from an initial 3 months to a full year of online access to innovative interactive content short films hosted on the BBC Taster and iPlayer platforms.

We saw a decline in membership which is to be expected in very tough financial times. Our new strategy addresses the current needs of individual members, as well as continuing to provide essential support to organisational members. The One Dance UK Team is dedicated to listening and aligning our services to best serve the dance community's needs now and in the future, with work underway in 2023 to launch a new website with refreshed membership benefits, focusing on delivering increased value to our members and the sector we serve. We remain committed to providing freelancers with the support they need to maintain and develop sustainable careers in dance.

ADVOCACY

Regular engagement with Government and officials continued throughout 2022/23, covering issues which affect all of our members, both individual and organisational, including: EU exit; pandemic recovery; energy prices; and the cost-of-living crisis; as well our serious ongoing concerns about the impact of education policy on dance education and training.

We reformed the Dance APPG, welcoming back Luke Pollard MP as Co-Chair along with Baroness Hooper as the Lords Co-Chair. We took guest speakers into parliament to present updates to the APPG on the latest data on the state of dance in education, our previous research at Primary and Secondary levels and the follow up research we were carrying out on Dance In HE, as well as on our collaboration with a British Academy Fellow at the Centre for Dance Research at Coventry University on how to empower Freelancers in the Dance sector.

We worked closely with other Creative Sector bodies to provide DCMS with case studies and survey data from our members on both the impact of energy prices and the cost-of-living crisis on individuals and organisations across the dance sector, and gave a briefing to the DCMS Lords Minister, Lord Parkinson, on Monday 26 November. We met with the new Secretary of State, Lucy Frazer MP, and monthly meetings with DCMS officials continued throughout the early part of 2023 as the Department was restructured ahead of the publication of the Creative Industries Sector Vision in June 2023.

OUR PROGRAMMES AND WORK

CHILDREN AND YOUNG PEOPLE (CYP)

ADVOCACY

Programme Board: CYP Dance

The Programme Board: CYP Dance brings together organisations with a strategic remit for CYP dance in England, both in and outside school settings. We continue to have very positive engagement from key stakeholders including DfE, ACE and awarding organisations (Exam Boards). One Dance UK provides the Secretariat and meetings are chaired by Geoff Barton, General Secretary of the Association of School and College Leaders (ASCL), with meetings taking place termly to ensure key issues remain high on the agenda.

Dance education report - 'Taking it Higher: Dance in HE'

Following on from our large-scale survey of dance educators in 2021/22 titled 'Everything We Loved About Dance Was Taken' which focused on presenting an accurate picture of the dance education landscape in primary and secondary education, we carried out work during 2022/23 to ascertain the current state of dance education at Higher Education level. The headline findings are incredibly worrying, highlighting unprecedented change in the HE landscape, significantly impacting on the role of dance educators and staff capacity. There is a significant decline in numbers of young people able to take up study at HE level and further course closures anticipated. The report also includes an action plan for government, education leaders and others, as well as a commitment from One Dance UK to address the issues raised in the report.

The final report was published in April 2023 and can be viewed here.

U.DANCE NATIONAL FESTIVAL 2022

We were delighted to see the U.Dance National Festival return to an in-person event for the first time post-pandemic and worked with partners at the Midlands Arts Centre (MAC) in Birmingham to host this in our home region.

U.Dance Regional Platforms

All U.Dance regional partners in the nine English regions, Scotland, Wales and NI committed to delivering a U.Dance regional event or at least managing applications of dance films from their region in 2022. Successful entries were screened as part of the U.Dance National Festival 2022 national showcases, with very positive engagement and feedback.

U.Dance National Festival

The U.Dance National Festival 2022 was delivered as a hybrid event, presented on stage, on screen and online in July 2022. There was a wide variety of activity on offer across these platforms for young people aged 11-19, or up to the age of 25 for disabled dancers.

Over 300 dancers from across the UK and internationally were invited to take part in a return to 'live' U.Dance National Festival featuring a range of dance styles and ages. 31 groups took part, selected from hundreds of entries at U.Dance Regional Platforms or by special guest invitation.

Special guests included the National Youth Dance Companies of England and Scotland and BBC Young Dancers winners and finalists. Activity was hosted primarily at the Midlands Arts Centre (MAC), Birmingham with additional activity at FABRIC (formerly DanceXchange), and Birmingham Hippodrome. 11 Dance Ambassadors assisted with the event in a range of roles.

Young people taking part in the live festival activity enjoyed:

- 3 U.Dance National Showcase performances on 22, 23 and 24 July
- Health & Wellbeing for Dance Workshops with Jason Reece Boyle, strength coach and massage therapist, Birmingham Royal Ballet, and James Austin, former international Judo champion and sport psychologist
- Daily Warmups with Birmingham-based Afrofusion dance artist Dance with Stago
- 32 Dance Workshops with a range of leading artists with a special focus on those from the West Midlands
- 8 Careers Talks with a range of leading dance professionals working across the dance sector
- Dance Pathways Marketplace where participants and the general public could talk directly to higher education and training providers
- Exclusive behind-the-scenes tours of Birmingham Royal Ballet's Jerwood Health Centre and studios, and backstage at We Will Rock You at Birmingham Hippodrome
- Free Foyer Performances from Midlands-based special guests Folk Friendzy

YOUNG CREATIVES

The Young Creatives programme for aspiring choreographers goes from strength to strength, building on learning from the pandemic with the revised two-year model being retained and built on, with opportunities for young people to create both live and screen dance. The revised application process saw 70 applications for Year 1 of the programme from young people from diverse geographical locations. A renewed focus on data collection and analysis allows us to identify where gaps are for future cohorts.

The 2022/23 programme was delivered in-person and online, with 16 Year 1 participants taking part in skills building and creative sessions with high-profile practitioners to create high-quality group dance films. Of the 21 who previously took part in Year 1, eight were selected to continue into Year 2. January 2023 saw a live-activity intensive day for all participants, delivered by Creative Lead Rhian Robbins. Year 2 Young Creatives were mentored throughout the programme by Vidya Patel, Kate Flatt OBE and John-William Watson, leading to the creation of high-quality original work to be premiered at the U.Dance National Festival 2023.

"Young people never fail to astound me with their creativity, passion and ability to get right to the heart of the matter through dance. It feels like it is more vital than ever that young people have opportunity to express themselves and explore their creative voices. The Young Creatives programme does exactly that."

Sir. Richard Alston, Young Creatives and U.Dance Champion

DANCE AMBASSADORS

18 Dance Ambassadors (aged 18-24) were selected from 50 applications in September 2022. An in-person induction took place in Newcastle with support from Dance Consortium enabling the group to visit the Theatre Royal, hear from the staff team there and watch a performance by The Trocks as well as learning more about the Dance Ambassadors programme and the wider work of One Dance UK. An online induction session also took place for those who were unable to attend in person.

Each Dance Ambassador was allocated a bespoke project at One Dance UK according to their interests and future aspirations, allowing them to gain real life work experience and to contribute to the work of the organisation in a meaningful way. In addition, Dance Ambassadors were provided with a range of additional volunteering experiences at One Dance UK events, such as the AGM, and with partner organisations.

CYP CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

'Ready, Step, Teach!' and 'Take the Leap!' – Primary and Secondary CPD

Due to popular demand, we once again delivered our series of 6 online 'Ready, Step, Teach!' CPD sessions aimed at those with limited subject knowledge in September and October 2022. There were 84 participants in the 2022-23 financial year.

The follow-up CPD series, 'Take the Leap!' was remodelled into bitesize 'Snippets' of key information to be recorded and presented as an on-demand member benefit.

Career Talks and Bespoke CPD

The CYP team delivered presentations to The Royal Ballet School and English National Ballet School on 'How to work safely and successfully as a freelancer' alongside other members of the One Dance UK team. 'An introduction to Dance Education' talks were also delivered to 4 PGCE providers, and our Head of CYP Dance delivered a presentation to the Wales Wide Partnership on the current dance education landscape. Bespoke career talks were also delivered to Yr12 and Yr13 students at Elstree Screen Arts Academy in November 2022.

BBC Teach Step-by-Step programme

The KS1 Step by Step CPD package that One Dance UK provided consultancy for went live on the BBC Teach website alongside the previous KS2 package we helped develop. Both are free to access and provide primary schools with a clear framework to help them develop high-quality cross-curricular dance activity for pupils. The success of these programmes has led to an approach for development of a similar programme for Key Stage 3.

DANCE PASSION

The run of the five special 1 hour long programmes and an additional BBC4 highlights show which were created for Dance Passion was extended from three month's to a full year on iPlayer, along with the co-comissioned Short Films and Interactive Experiences on BBC Taster. We were able to share the fantastic work spotlighted through this partnership with the BBC to a wider audience over a longer period of time with all content staying online until March 2023. We would like to thank the BBC and Arts Council England for their support which made this second iteration of Dance Passion even bigger and better.

EQUITY, DIVERSITY & INCLUSION

Our Head of Workforce Development, Jazlyn Pinckney, carried our consultation with the DAD community and practitioners facilitated by cultural producer, strategist, and dance artist Sara Dos Santos around the theme of 'How do you, and your practice, connect with the label "*Dance of the African Diaspora*"?' which will result in the reframing of this aspect of our work as a more explicit commitment to supporting Global Majority artists and culturally-specific dance forms across all of our programmes our work going forward.

We delivered Fundraising 101 for Global Majority Artists – a fully accessible event with BSL and captions to upskill members on income generation in partnership with WEAVE. Speakers included Haseena Farid, David Mbazira (CIoF) and Will Southworth (ACE). 100% of participants reported growing in confidence with fundraising following the event. Content is still available to view online.

Decolonising the Curriculum and RIDE resource

The Decolonising the Dance Curriculum Roundtable was re-formed with One Dance UK as Secretariat. Roundtable attendees are representatives from examination boards, dance companies, freelancers, dance organisations, teachers and students. Youth voice is particularly important when looking at the future of dance education. The Roundtable worked together to update and expand the previous resource designed to celebrate Global Majority dance work in the sector, increase representation and affect positive change in dance education.

The RIDE resource (Representation in Dance Education) has three focus areas designed to support teachers to redress representation and access dance work by the global majority in the UK:

- Dance works that can be studied in schools
- Artists, workshops and CPD
- Music

The original RIDE resource launched on 2 March 2022 was updated and is available as a free resource to teachers.

HOTFOOT Online

The Spring edition was published on 27 May and focused on themes of education, fundraising, sustainability and advocacy with features on fundraising tips from our Head of Membership & Business Development, and overview of the RiDE Resource, features on IRIE! Dance Theatre and other partner organisations, and a tribute to Jackie Guy MBE.

Following feedback from the sector, and after reviewing statistics that suggested the publication was not being seen by as many people as sister publication ONE, in Autumn 2022, we trialled moving HOTFOOT into ONE magazine. A dedicated pullout section spotlighted Dr S. Ama Wray, Denise Saunders Thompson, Ian Abbott, Yami 'Rowdy' Löfvenberg and Nicolette Wilson Clarke, and aimed to see whether this would give the articles a wider reach and impact. The feedback from the Editorial Focus Group and the wider membership

was positive, and the articles were well received paving the way for more planning to be undertaken to ensure a positive evolution for HOTFOOT, DAD and global majority content across out platforms and publications.

Black History Month Competition 2022
We celebrated Black History Month with bursaries and free memberships specifically for Dance of the African Diaspora artists to support the incredible work they are doing in their community with the theme of 'How is dance supporting your community?'.

I MOVE Campaign
I Move continued spotlighting members of the DAD community with features for current active members, including our Black History Month competition winners, all of whom are active members of One Dance UK and have all made great contributions in dance in the wider community.

HEALTH, WELLBEING AND PERFORMANCE (HWbP) AND NATIONAL INSTITUTE OF DANCE MEDICINE AND SCIENCE (NIDMS)

One Dance UK's Health, Wellbeing and Performance team is a world leader in dancers' health, delivered in partnership with organisations and experts in healthcare, research, advocacy, and education. We are also a founding partner in the National Institute of Dance Medicine and Science, providing access to high quality, affordable, dance specific healthcare and dance science support services in private practice and the NHS, underpinned by dance medicine and science research, best practice, information, and resources are disseminated to the wider dance and health community through educational workshops, conferences, and publications.

HEALTHIER DANCER PROGRAMME (HDP) TALKS

In 2022-23, HDP Talks were delivered to over 650 dance students and dance professionals in 13 dance organisations on subjects including Healthy Dance Practice, Confidence and Anxiety, Psychology and Performance Preparation, Safe Dance Practice for Primary and Secondary Dance in Schools, Motivation and Wellbeing as a Freelancer. These talks in dancers' health and performance aim to promote safe and effective dance practice in educational and professional environments, educate dancers and educators on mechanisms for injury prevention and performance enhancement, and raise awareness of resources, programmes, and organisations that facilitate dancers' health and performance.

NIDMS NHS DANCE INJURY CLINICS

NIDMS dance injury clinics in London, Birmingham and bath have reached an estimated 5000 dance students and professionals since 2012. Dancers require specialist care from medical practitioners who understand the demands and requirements of professional dance training and performance. The four NHS Dance Injury clinics at Royal National Orthopaedic Hospital Stanmore, London, Mile End Hospital, London, Royal United Hospital. Bath, and Queen Elizabeth Hospital, Birmingham are led by a Sport and Exercise Medicine consultant with experience treating dancers, alongside a dance-specialist physiotherapist. Each clinic can refer to a wider multidisciplinary team including podiatrists, surgeons, dieticians and psychologists/psychiatrists.

HEALTHCARE PRACTITIONERS' DIRECTORY

Our free searchable online database lists private medical, psychological, and complementary healthcare practitioners who are based throughout the UK and recommended by members of the dance profession. In March 2023, 22 Healthcare Practitioners were listed on the Directory, with 13 members experienced working with those with disabilities. The list currently includes dance specialist osteopaths, physicians, Pilates practitioners, counsellors, Somatic Movement Educators, podiatrists, dieticians, massage therapists, chartered physiotherapists, acupuncturists, yoga practitioners, and Franklin practitioners.

PERFORMANCE OPTIMISATION PACKAGE (POP)

One Dance UK offers the Performance Optimisation Package (POP) which is designed to help dancers maintain health, fitness, and optimum performance through the provision of a health cash plan and in March 2023, there were 77 active POP members. We also offer optional dance specific musculoskeletal screening including advice from dance-specialist physiotherapists and fitness specialists. This complements the existing specialist healthcare available at National Institute of Dance Medicine and Science (NIDMS) NHS clinics and is available as an add-on to One Dance UK individual membership. Companies and schools can also add it to their existing offer for dancers.

POP Taster Screening, developed in 2021, is a free opportunity to experience a miniature POP dance specific musculoskeletal screening offered to freelancers, students, and dancers of small to mid-scale companies. 2022 evaluation suggests that key incentives for attending taster screening were to gain a greater understanding of individual capabilities, injury prevention, how to improve and develop practice, and to learn more about POP. POP Taster Screening attendees feel better informed of the work of ODUK and NIDMS because of attending POP screening, and most attendees would be highly likely to recommend POP to a friend or colleague.

"I thoroughly enjoyed the POP Taster day at Laban. Everyone was so friendly and welcoming, and it felt like a safe place to ask questions and even meet new people. I learned some valuable insights from the screening that I wouldn't have known had I not come which will enable me to better the way I train in the future and ensure I am more mindful of injury prevention. I thoroughly recommend attending". – Trinity Laban attendee

BHSF RISE HEALTH & WELLBEING SERVICE

We completed a pilot of the new health and wellbeing service we are developing as an add on to One Dance UK membership, working with British Academy Fellow Dr. Karen Wood (Associate Professor at Coventry University's Centre for Dance Research, CDaRE) and a group of freelancers she was working with. We plan to introduce this new service as an add on to membership with the launch of refreshed membership benefits and a new website in the 2023/24 financial year. In addition to the usual employee assistance programme benefits of personal legal and financial/debt advice, our health and wellbeing service also includes telephone and face-to-face counselling, psychiatric assessment, complex case support and complex case management, and confidential expert carer support and advice.

SAFEGUARDING IN UK DANCE ORGANISATIONS

As a part of our ongoing collaboration with NIDMS and the University of Birmingham, in 2022, we continued to investigate safeguarding in dance by exploring the experiences of diverse current and former dancers of safe dance environments, specifically focussing on the perceptions of what characterises a safe dance environment, and researched how teachers are seen to contribute to creating a safe dance environments. A summary of the research findings from 22-23 was published by partner Dr Grace Tidmarsh from the University of Birmingham (see article here). We also determined the plans for the research in 2023/24, which will extend the 2022/23research by enhancing participant recruitment and diversity.

GROWING UP IN DANCE (GuiDANCE)

In July 2022 representatives from the Royal Ballet School, Royal Academy of Dance and One Dance UK met in Birmingham to develop best practice guidelines for the dance sector based on the findings from this research project, and discussions of *GuiDANCE* research results formed the starting point for what best practice in growth and maturation should look like in the wider dance sector. Dr Siobhan Mitchell was awarded additional funding from the ESRC to continue collaborations to investigate how to support health and wellbeing among dancers during growth and maturation. Funding will support the establishment of a network across members of partner organisations to support the application of work developed in the *GuiDANCE* project to hold regular meetings (approximately every 2-3 months) across a period of twelve months, to co-create resources and practice in line with the best practice guidelines developed in the *GuiDANCE* project, stablish a repository of information and resources led by the network, to provide a space for collaborating organisations to work together towards something which benefits the dance sector as a whole, and to include learning from guest speakers from other settings such as sport and education.

RELATIVE ENERGY DEFICIENCY IN DANCE

Relative Energy Deficiency (RED) is a complex syndrome that occurs when individuals consume less energy through their diet than the energy they require to sustain themselves and partake in their everyday activities, which is linked to a variety of health risks. Following the consensus statement of the International Olympic Committee on RED in Sport, a group of dance experts from The Royal Ballet, Birmingham Royal Ballet, English National Ballet, and Scottish Ballet began work in 2022 to produce a similar statement with advice on detecting and managing RED in dance. One Dance UK and NIDMS will support the project by disseminating this information to the UK Dance and Dance Medicine and Science sectors through creation of sector-facing dissemination of resources to be shared at a launch event at which key communities, funders, and decision makers will hear from keynote speakers on how to implement best practice and research into dance practice, and create a lecture series disseminating medical management strategies for RED-D, led by clinical leads in ballet healthcare.

INDUSTRY STANDARDS FOR DANCERS' HEALTH AND WELLBEING

Developed in 2022, the NIDMS Best Practice Standards are a benchmark for dance organisations in the UK to be recognised for existing good practice in healthcare, dance science support, and health education for dance professionals and students, and provide guidance to enhance support dance professional and student health, wellbeing and performance. Organisations wishing to be recognised for a Best Practice Mark will be required to provide evidence of their ability to meet the criteria and agree to possible visits from a NIDMS representative to view the environment and check criteria are met. Organisations will be invited to join closed networking groups for exchange on dance medicine and science, and will be invited to CPD and roundtables on specific topics in dance professionals' and students' health. Organisations will be given preferential rates on NIDMS Performance Optimisation Packages, Screenings, and One Dance UK membership. The guidelines have been fully approved by the NIDMS partners and are in the process of being designed for launch in 2023/24.

HEALTHIER DANCER PROGRAMME (HDP) FACEBOOK GROUP

The Facebook Group for the Healthier Dancer Programme, established in April 2021 to boost engagement with audiences interested in dancers' health, wellbeing, performance, and dance medicine science, currently has 354 members. All content that is released on the Healthier Dancer Programme Facebook page is reviewed in line with our quality assurance policy, to ensure that material is: up-to-date, genuine, audience-specific, and evidenced (where appropriate).

ONE DANCE UK AWARDS 2022

'*As the One Dance UK Awards were held in Bristol last year, it felt important and timely to host a panel that highlighted dance in the southwest. It gave us a moment to celebrate the great work we do and to share the challenges we face as we navigated the challenging times coming out of the pandemic. Since the panel, I have been in further conversations with artists in the region and nationally, advocating for the value of artist-led spaces and the innovative ways in which we can drive positive change in our society.*' Dr. Victor Fung, Artistic Director, Pavilion Dance South West

'*This event is so important as it creates awareness and creates a discussion which is so vital*.' One Dance UK Awards 2022 attendee

'*The team were super welcoming and the venue amazing! I really enjoyed the nod to the artists and community the event was held in. I was there with dance artists who had been nominated and whilst they didn't win, they felt celebrated and enjoyed being part of the event*.' One Dance UK Awards 2022 attendee

The One Dance UK Awards 2022 celebrated, championed, and promoted the achievements of the sector across the previous 12 months, whilst spotlighting the diverse and vibrant dance ecology in Bristol and the Southwest region. This included working closely with our partner Impermanence to source technicians, catering, dressing of the space and performers based in Bristol for the ceremony and panel discussion.

The Awards returned to an in-person celebration for the first time post-pandemic with 120 nominees and their guests attending a live event co-hosted at the Mount Without in Bristol, home of the Awards 2022 co-producer and organisational member Impermanence who also performed live alongside Bristol Ballroom Our objective was to provide a live Awards ceremony which promoted the host city and surrounding region on a national scale.

We received a total of 5447 nominations including 5003 nominations for the People's Choice Award which is an increase of 59% since 2021's ceremony.

MEMBERSHIP

Like many other membership organisations we have seen a decline in membership over the 2022/23 financial year, due mostly to the impact of vastly increased energy prices and the effects of the cost-of-living crisis on both organisations and individuals. We surveyed non-renewing members as their memberships lapsed to ascertain the main reasons for them letting their membership expire. The key reasons cited were financial (loss of funding and/or closure for organisational members, and affordability at the time of renewal for individual members), and a lack of understanding of membership benefits and/or the value of membership (mostly individuals citing that they had not used their membership or did not think they needed it anymore).

We continue to provide a consistent service and receive very high satisfaction ratings for all programmes, engaging with our members and supporting their needs through the resources, advocacy, training, networks and other bespoke support services which are all part of our membership offer. We acknowledge the need to strengthen and clarify our offer, and the team worked hard through 2022/23 to define and articulate a simpler and clearer summary of refreshed key membership benefits. We continue to strive to ensure we understand the current support needs of the sector we serve and have carried out a huge amount of work on preparing for the implementation of a new CRM solution in 2023/24. We have refreshed our CPD offer to reinvigorate Teacher, Trainee Teacher, and Educational Establishment memberships, and developed a new CPD Snippet series which will replace the previous bookable, ticketed programme in 2023/24. We aim within

the next year to further improve the membership experience, value of benefits, access to offers and the members area on our new website, with more targeted communications around membership.

Throughout the 2022/23 financial year, we have:

- Supported research with a representative group of dance freelancers to understand their current working patterns, support needs, and how to empower them to become more involved in advocacy. We took some of them to parliament to speak to members of the Dance APPG, and gave them access to our new health and wellbeing service as a pilot for the new add-on we will launch in 2023/24;
- Reviewed membership benefits and embedded a refreshed offer within plans for the new website and CRM for the 2023/24 financial year;
- Delivered the first year of support to our first Member Led Network serving historically underrepresented communities working in Jazz, and agreed joint actions for 2023/24 Learning from our first MLN will inform our approach to further MLNs in the future, with a view to improving awareness and growth of typically underserved communities within the dance sector;
- Clarified our CPD and training offer including benchmarking and standardising rates across all our in-house online and in-person CPD and training. In addition, we have recorded a CPD snippet series and generated a new webinar programme to form part of our growing bank of resources for launch in 2023/24;
- And offered discounted individual membership to our Dance Ambassadors.

Our membership at 31 March 2023 stood at 963

OUR PRIORITIES

DATA, EQUITY, BALANCE AND BELONGING

We are building our capacity to collect and analyse data in order to be able to present more convincing arguments and a stronger evidence base on the impact of sustained and increased investment in the dance sector.

We advocate an equitable, diverse and inclusive dance ecology that accurately reflects the multiple voices in dance and the dance community which everyone should feel included in.

We continue to develop benchmarks to map the make-up of our staff, members and the participants of our programmes, and the broader dance community. We will continue to identify and prioritise diversity gaps and build sustainable relationships that better represent the balance of the dance ecology.

We encourage our partners and members to be respectfully open and honest with us so that we can grow together and celebrate the richness of every person and idea.

OUR ENVIRNOMENTAL RESPONSIBILITY

We are furthering our commitment to leveraging partnerships and facilitating important conversations, to ensure our dance ecology remains informed and can take relevant action to reduce the impact of the climate crisis. In partnership with The Theatre Green Book we have formalised a toolkit, which brings together sustainability experts and organisations to create a common standard for progressing sustainability within dance spaces. We will continue to build our understanding towards becoming more sustainable, including the challenges faced by our member and non-member communities.

FUNDRAISING ACTIVITIES

We have continued to deepen our relationship with funders and sustained current funding including with Arts Council England (securing regular funding as an NPO in the 2023-26 Investment Period) and the Paul Hamlyn Foundation. Our Head of Membership and Business Development is developing a new fundraising approach, supporting current and new areas of revenue.

We engaged one fundraiser with contracted obligation and company monitoring of compliance with the Charities Act 2016 and guidance from the Fundraising Regulator's voluntary regulation scheme. We required and monitored protection around vulnerable people and members of the public from unreasonable intrusion on a person's privacy, unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the charity or placing undue pressure on a person to give money or other property. These fit with our safeguarding policy on all activities. There were no complaints received by One Dance UK or our fundraiser for our fundraising activities.

PLANS FOR THE FUTURE

New Strategic Roadmap and Governance Review
We completed a strategic review conducted by the Board and senior staff and developed a new strategic roadmap to ensure our resources and operations continually maximise the social impact and benefit to our members and beneficiaries, articulating five new strategic focus areas:

- Advocacy & Communications
- Dance Ecology & Membership
- Data Collection & Analysis
- Pathways & Opportunities
- Access & Inclusion

The Trustees promote regular reviews of the charity's strategy in line with their Good Governance responsibilities. Board reports and meetings have been adjusted to keep track and monitor the progress of the updated strategic plans. The most recent strategic review was completed in 2022.

Trustee Recruitment
We carried out a Skills Audit of our Board at the end of 2022-23, and recruited two new Trustees in May 2023, one of whom is now also acting as Vice Chair of the Board. Further Trustees will be recruited over the coming 18 months to continue to refresh Board membership and ensure the range of skills amongst Trustees reflects the current make-up and needs of the organisation, our membership and the broader sector.

Membership

- Launch refreshed benefits to ensure our membership offer remains relevant, responsive, and aligned to support sector needs
- We have seen a decline in membership post-pandemic and want to ensure membership remains accessible and critical to the development and future of our sector. We have developed a new offer to improve individual member acquisition and retention
- Completing implementation of a new CRM will remain a key focus, automating the processing of memberships, improving member experience and providing a deeper understanding of the needs of our members
- We will continue to develop hybrid, live and digital events, reviewing uptake and member engagement and doing our best to ensure all delivery is accessible

Awards
One Dance UK's Award will take place in Coventry on 16th February at The Box FarGo Village. The ceremony and performances are co-designed in partnership with Ascension Dance Company and champion the vibrant and diverse dance offer in the city and wider Midlands region, as well as the important contributions of so many amazing individuals and organisations from across the UK dance sector. Other partners include Motionhouse, Lakshmi Srinivasan, Coventry University's Centre of Dance Research (C-DaRE), Mercurial Dance, and Marius Mates.

Leading Systemic Change
Chief Executive, Andrew Hurst, and Head of Children & Young People's Dance, Laura Nicholson, will be taking part in the Clore Leadership Programme's 'Leading Systemic Change: Scale and Complexity' over the course of 2024. We are excited about the opportunity to build organisational confidence and skill, enabling us to choose and operationalise approaches confidently, and with agility whilst becoming part of an inspiring and resourceful peer network with a collective understanding, creative empathy and practical support borne of shared experiences.

Ramps on the Moon Change Partner programme
We are finalising plans to join this programme of support for embedded change with 2 cohorts of performing arts organisations committed to disability equality and anti-ableism. We expect to be part of the first cohort beginning this work in early 2024. The programme has been designed and will be delivered in partnership between Ramps on the Moon and People Make It Work, based on the demonstrable success of founding partners' work elevating the place of disabled people in mainstream theatre, and contains elements which the founding partners have identified as key drivers of change.

FINANCIAL REVIEW

In the year to 31 March 2023 we made a deficit of £209 (a surplus of £45,108 in the year to 31 March 2022).

We recognise that inflationary pressures and the return to face-to-face activities will make for a difficult year in 2023/24. We have budgeted for cost reductions, recognising our lower income levels of 2022/23 and anticipated ongoing inflationary pressures. We expect to break-even or experience a small deficit.

The Trustees are satisfied that One Dance UK is a going concern at the time of signing the accounts as:

- Core funding of £763,800 per annum is confirmed to continue as NPO within Arts Council England's National Portfolio of Organisations to March 2026, with likely extension through 2026/27.
- We have adjusted our future budgets and cashflow projections to anticipate lower than projected earned income along with lower programme costs through hybrid delivery. We expect to cover our operating costs to March 2024.
- Our unrestricted reserves are at the appropriate level required by our Trustees.

We are a National Portfolio Organisation within Arts Council England's Investment Programme 2023-26, which has now been extended to March 2027. Arts Council England is our largest funder with funding used to meet our programme of activities and contribute to core costs.

PRINCIPAL RISKS AND MANAGEMENT

Our Trustees have a risk management strategy which comprises:

- six-monthly review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the six-monthly review and a quarterly risk summary to update progress on risk mitigation;
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

The Trustees have identified that inflationary pressures, a tight labour market, and ongoing recovery Covid-19 along with the impact of the cost-of-living crisis and increased energy prices are the major risks in meeting fundraising and income targets, and maintaining smooth operations to ensure we serve beneficiaries and maintain financial resilience.

The risks have been mitigated through:

- adjusting our business model, budgets and cashflows for the next two financial years in response to lower than originally budgeted earned income matched by equally lower operating costs through hybrid delivery;
- growing online delivery, communication and advocacy for the dance sector;
- bench marking salaries to West-Midland levels appropriate to our organisation's size and specialist skills;
- continued funding from Arts Council England as principal NPO funder to 31 March 2027 and Paul Hamlyn Foundation to 31 March 2024, contributing to core and educational costs based on funding conditions that we are certain will be met.

We regularly review the fundraising achieved against targets to make any adjustments to our activities should the need arise.

RESERVES AND RESERVES POLICY

The Trustees of the charity have set the unrestricted reserves policy at a level so that there are sufficient funds to cover:

- three months of operations in the event of any unplanned closure and its impact on beneficiaries, Staff and other financial commitments;
- fluctuations in annual projected income; and
- foreseeable financial commitments.

The Trustees have set a range of £300,000 to £350,000 as an appropriate level of unrestricted reserves for the future plans of the charity.

The Trustees have designated £99,212 of general funds for the purchase and implementation of a cloud-based CRM system and upgraded website for membership, events, marketing, donations and reporting. This system will be brought into operation in the year 2023/24. The costs incurred to date (£63,345) is represented as Fixed Assets in the accounts, and will begin to depreciate in the next financial year.

At the year end, the Charity held £376k in unrestricted and undesignated funds, marginally above the level required by trustees (2022: £347k).

At 31 March 2023, the Charity held £5,670 (2022: £2,701) in restricted funds for specific projects.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

One Dance UK is a company limited by guarantee governed by its Memorandum and Articles of Association dated 11 May 1994. It is registered as a charity with the Charity Commission. Anyone over the age of 18 can become a member of the Company and there are currently 963 members, each of whom agrees to contribute £1 in the event of the charity winding up.

Appointment of Trustees

As set out in the Articles of Association the Trustees are appointed by members of One Dance UK at the Annual General Meeting (AGM) or by postal vote. The Trustees shall retire from office at the fourth AGM following the AGM at which his or her current term commenced. Any Trustee who has served two consecutive terms can only be re-appointed after a one-year break from office.

All members are circulated with notice at least 21 days prior to the AGM advising them of the retiring Trustees and requesting votes for any newly proposed Trustees for the AGM. If a vacancy on the Board occurs between AGMs the Board may co-opt a person to serve until the next AGM when such person may stand for election. If the Trustees determine that the Board is lacking any particular skill then the Trustees may appoint an additional three Trustees at any time with a term not exceeding four years from the AGM that their appointment was accepted by members.

Trustee induction and training

New Trustees are required to have an induction into all key areas of One Dance UK's work and its constitution, and to be briefed on their legal obligations prior to their first Board meeting. They must sign a 'fit and proper person' declaration, conflict of interest memorandum, and are provided with good governance documentation, financial and management accounts, the Memorandum and Articles of Association and the latest business plan.

Organisation

The Board of Trustees, which can have up to 20 members, is responsible for decisions regarding policy and overall direction. The Board monitors progress of programmes and initiatives, finance and other developments at quarterly meetings and reports to the membership at the AGM. There is a Finance subcommittee that meets quarterly to report finance and risk matters to the Trustees.

A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment, project and programme delivery and fundraising

RELATED PARTIES AND UMBRELLA NETWORKS

None of our Trustees receive remuneration or other benefit from their work with the charity. Any Connection between a Trustee or senior manager of the charity with a related party must be disclosed to the full board of Trustees in the same way as any other contractual relationship with a related party. In the current year no such related party transactions were reported.

There were no related party transactions in the year to 31 March 2023

The charity is a paying member of umbrella groups Creative UK, Culture Counts and the UK Dance Network. The charity is also a non-paying participant of other umbrella groups that are WhatNext? ~~a~~nd the Cultural Learning Alliance. Our membership and affiliations do not impact on the operating policies adopted by the charity.

COVID-19 control measures on our wider network have not impacted our operations.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The Charity Trustees (who are also the Directors of One Dance UK for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that period. In preparing the financial statements, the trustees are required to:

1. select suitable accounting policies and then apply them consistently;
2. observe the methods and principles in the Charities SORP;
3. make judgements and estimates that are reasonable and prudent;
4. state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
5. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions

ONE DANCE UK
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

One Dance UK has taken advantage of the small companies exemption in preparing the directors report for the year to 31st March 2023

By order of the Board of Trustees

Amanda Skoog MNZM, Chair

Director

ONE DANCE UK

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

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ONE DANCE UK

REFERENCE AND ADMINSTRATIVE DETAILS OF THE COMPANY

FOR THE YEAR ENDED 31 MARCH 2023

Trustees

Amanda Skoog (Chair)
Andrew Carrick
Anthony Bowne
David Watson (resigned 7 April 2022)
Denise Nurse
Jane Mary Bonham-Carter
Julian Flitter
Susannah Simons
Victoria Igbokwe (resigned 7 April 2022)

Company registered number:	2931636
Charity registered number:	801552
Registered office:	Dance Hub, Thorp Street, Birmingham, B5 4TB
Chief executive:	Andrew Hurst
Independent Examiner:	Jane Askew, Haysmacintyre LLP, 10 Queen Street, London EC4R 1AG
Bankers:	Cater Allan, 9 Nelson Street, Bradford, BD1 5AN
	CAF Bank Ltd, 25 Kings Hill Avenue, West Malling Kent ME19 4JQ
	HSBC Bank Plc, 18 Ballards Lane, Church End, Finchley, London, N3
Solicitors:	Level Law, 20-22 Shelton Street, Covent Garden London, WC2H 9JJ

ONE DANCE UK

INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF ONE DANCE UK

FOR THE YEAR ENDED 31 MARCH 2023

I report to the Trustees on my examination of the accounts of One Dance UK for the year ended 31 March 2023 which are set out on pages 23 to 39.

Respective responsibilities of trustees and examiner
The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act"). The trustees are satisfied that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and have chosen instead to have an independent examination.

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

Independent examiner's statement
Since the charity's income is in excess of £250,000 your examiner must be a member of a body listed in the 2011 Act. I can confirm that I am qualified to undertake the examination because I am a registered member of the ICAEW which is one of the listed bodies.
I have completed my examination. I confirm that no matters have come to my attention giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or

2. the accounts do not accord with those records; or

3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or

4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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

Jane Askew FCA
Haysmacintyre LLP
10 Queen Street Place
London EC4R 1AG
Date:

ONE DANCE UK

STATEMENT OF FINANICAL ACTIVITIES (INCORPORATING THE INCOME & EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £	Total 2022 £
Income from:					
Donations and legacies	2	790,759	69,000	859,759	1,123,348
Charitable activities	3	89,428	-	89,428	102,432
Fundraising activities	4	10,150	-	10,150	23,550
Other income		3,103	-	3,103	21
Total income		893,440	69,000	962,440	1,249,351
Expenditure on:					
Raising funds		72,712	-	72,712	66,610
Charitable activities	5,6	823,906	66,031	889,937	1,137,633
Total expenditure	7	896,618	66,031	962,649	1,204,243
Net income		(3,178)	2,969	(209)	45,108
Transfers between funds		-	-	-	-
Net movement in funds		(3,178)	2,969	(209)	45,108
Reconciliation of funds:					
Total funds brought forward	14	478,462	2,701	481,163	436,055
Total funds carried forward	14	475,284	5,670	480,954	481,163

All income derives from continuing activities.

The notes on pages 26 to 39 part of these financial statements.

ONE DANCE UK (a Company Limited by Guarantee)Company Number: 2931636

BALANCE SHEET

AT 31 MARCH 2023

	Note	£	2023 £	£	2022 £
Fixed assets					
Intangible assets	10		63,345		21,936
Tangible assets	11		954		2,145
			64,299		24,081
Current assets					
Debtors	12	104,595		79,688	
Cash at bank and in hand		426,979		523,738	
		531,574		603,426	
Creditors: Amounts falling due within one year	13	(114,919)		(146,344)	
Net current assets			416,655		457,082
Total net assets			480,954		481,163
Charity Funds					
Restricted funds	14		5,670		2,701
Unrestricted funds	14		475,284		478,462
Total funds			**480,954**		**481,163**

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

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

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with The Charities SORP (FRS 102).

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

Amanda Skoog, Director **Julian Flitter, Director**

The notes on pages 26 to 39 form part of these financial statements.

ONE DANCE UK

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash used in/(provided by) operating activities	16	(32,634)	(40,657)
Cash flows from investing activities:			
Purchase of fixed assets		(64,125)	(840)
Net cash used in investing activities		(64,125)	(840)
Change in cash and cash equivalents in the year		(96,759)	(41,497)
Cash and cash equivalents brought forward		523,738	565,235
Cash and cash equivalents carried forward		426,979	523,738

Analysis of changes in net debt	**At 1 April 2022** **£**	**Cash Flows** **£**	**At 31 March 2023** **£**
Cash and cash equivalents	523,738	(96,759)	426,979

The notes on pages 26 to 39 form part of these financial statements.

1. Accounting policies

1.1 Basis of preparation of the financial statements

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

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

1.2 Company status

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

1.3 Going concern

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern at the time of signing the accounts as:

- Core funding of £763,800 per annum is confirmed as NPO within Arts Council England's National Portfolio of Organisations to March 2026;
- The Charity has adjusted its future budgets and cashflow projections to anticipate projected earned income along with significantly lower programme costs through switching to hybrid delivery. The Charity expects to cover its operating costs to March 2026 ; and
- The Charity's unrestricted reserves are at the appropriate level set by the Trustees.

1.4 Income

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

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Accounting policies (continued)

1.8 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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 company.

Charitable activities are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

1.9 Intangible fixed assets and amortisation

Intangible assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is charged over a period of five years.

1.10Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised at cost.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

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

Office equipment – 50% and 33% on cost

1.8 Interest receivable

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

1. Accounting policies (continued)

1.9 Debtors

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

1.10 Cash at Bank and in hand

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

1.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.12 Financial instruments

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

1.13 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

1.14 Fund accounting

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

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

Investment income, gains and losses are allocated to the appropriate fund.

1. Accounting policies (continued)

1.15 Critical accounting judgements and estimation uncertainty

In the application of the accounting policies, the Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

1.16 Subsidiary Holdings

One Dance UK is the sole shareholder in 4 dormant companies registered in England and Wales. None of the companies have traded during the year or the previous year. There are no assets or liabilities in the companies, and they have not been consolidated in these financial statements on the basis of immateriality.

One Dance UK Trading Limited 9532327

ADAAAD Limited 10274996
YDNE Limited 10274857
NDTA Limited 10275179

2. Income from donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total £
2023			
Donations	26,959	-	26,959
Grants	763,800	69,000	832,800
Total 2023	790,759	69,000	859,759
2022			
Donations	1,108	-	1,108
Grants	763,800	358,440	1,122,240
Total 2022	764,908	358,440	1,123,348

2. Income from donations and legacies (continued)

The company recognised Public Funding income from:

	Arts Council England £
2023	
Core	763,800
Dance Passion	25,000
Total 2023	**788,800**

	Arts Council England £	Sport England £
2022		
Core	763,800	-
Dance Passion	225,000	-
Dance On	-	93,441
Total 2022	**988,800**	**93,441**

3. Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total £
Projects 2023	89,428	-	89,428
Projects 2022	102,432	-	102,432

4. Fundraising income

	Unrestricted Funds £	Restricted Funds £	Total £
2023			
Fundraising events	150	-	150
Sponsorship	10,000	-	10,000
Total 2023	10,150	-	10,150
2022			
Fundraising events	15,000	-	15,000
Sponsorship	8,550	-	8,550
Total 2022	23,550	-	23,550

5. Charitable activities - Direct costs

	Total 2023 £	Total 2022 £
Project expenditure	168,680	398,893
Wages and salaries	226,516	225,618
National insurance	22,906	36,605
Pension costs	5,090	6,808
	423,192	667,924

6. Charitable activities - Support costs

	Total 2023 £	Total 2022 £
Office overheads	12,339	76,328
Administration costs	78,247	29,786
Professional finance	25,698	33,489
Governance	3,044	12,030
IT and software	23,492	30,429
Wages and salaries	288,293	278,510
National insurance	29,153	3,999
Pension cost	6,479	5,138
	466,745	469,709

7. Analysis of expenditure by expenditure type

	Staff costs 2023 £	Other costs 2023 £	Total 2023 £
Fundraising team costs	41,912	30,800	72,712
Charitable activities	578,437	311,500	889,937
	620,349	342,300	962,649

	Staff costs 2022 £	Other costs 2022 £	Total 2022 £
Fundraising team costs	36,549	30,061	66,610
Charitable activities	556,678	580,955	1,137,633
	593,227	611,016	1,204,243

8. Net income/(expenditure)

This is stated after charging:	Total 2023 £	Total 2022 £
Depreciation of tangible fixed assets:		
Owned by the charity	1,191	10,930
Amortisation of intangible fixed assets	22,716	21,936
Auditors' remuneration – audit	-	12,000
Independent examiner's fees	3,000	-

During the year, no Trustees received any remuneration (2022 - £NIL).
During the year, no Trustees received any benefits in kind (2022 - £NIL).
During the year, no Trustees received any reimbursement of expenses (2022 - £Nil).

9. Staff costs

Staff costs were as follows:

	Total 2023 £	Total 2022 £
Wages and salaries	556,721	540,677
Social security costs	52,059	40,604
Pension costs	11,569	11,946
	620,349	593,227

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

	2023 No.	2022 No.
Administration and projects	19	18

The number of higher paid employees was:

	2023 No.	2022 No.
Earning between £60,000 - £70,000	1	1

The Chief Executive, Finance Director and the heads of departments represent the key management of the Charity. Remuneration and benefits received by key management personnel in the year were £243,646 (2022 - £243,442).

10. Intangible fixed assets

	Software £
Cost	
At 1 April 2022	111,239
Additions	64,125
At 31 March 2023	175,364
Amortisation	
At 1 April 2022	89,303
Charge for the year	22,716
At 31 March 2023	112,019
Carrying amount	
At 31 March 2023	63,345
At 31 March 2022	21,936

11. Tangible fixed assets

	Office Equipment £
Cost	
At 1 April 2022	62,298
Additions	-
At 31 March 2023	62,298
Depreciation	
At 1 April 2022	60,153
Charge for the year	1,191
At 31 March 2023	61,344
Net book value	
At 31 March 2023	954
At 31 March 2022	2,145

12. Debtors

	Total 2023 £	Total 2022 £
Trade debtors	7,309	25,946
Other debtors	10,740	49,493
Prepayments and accrued income	86,546	4,249
	104,595	79,688

13. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	38,741	45,794
Other taxation and social security	41,168	14,699
Accruals and deferred income	35,010	85,851
	114,919	146,344

14. Statement of funds

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2023 £
Unrestricted funds					
General Funds	347,210	893,440	(864,720)	-	375,930
Designated Funds					
CRM	99,212	-	-	-	99,212
Dance on Toolkit	32,040	-	(31,898)	-	142
	478,462	893,440	(896,618)	-	475,284
Restricted funds					
Creative Scotland	751	-	-	-	751
Paul Hamlyn Foundation	-	44,000	(44,000)	-	-
Dance Passion	1,950	25,000	(22,031)	-	4,919
	2,701	69,000	(66,031)	-	5,670
Total of funds	481,163	962,440	(962,649)	-	480,954

14. Statement of funds (continued)

Comparative statement

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
Unrestricted funds					
General Funds	317,888	890,911	(859,089)	(2,500)	347,210
Designated Funds					
CRM	100,000	-	(788)	-	99.212
Dance on Toolkit	-	-	-	32,040	32,040
	417,888	890,911	(859,877)	29,540	478,462
Restricted funds					
Dance On	19,916	93,441	(81,317)	(32,040)	-
Creative Scotland	751	-	-	-	751
Paul Hamlyn Foundation	-	40,000	(40,000)	-	-
Research	(2,500)	-	-	2,500	-
Dance Passion	-	224,999	(223,049)	-	1,950
	18,167	358,440	(344,366)	(29,540)	2,701
Total of funds	436,055	1,249,351	(1,204,243)	-	481,163

Designated funds

Customer Relationship Database (CRM): The Trustees designated in 2021/22 £100,000 of general funds for the purchase and implementation of a cloud-based CRM system and upgraded website for membership, events, marketing, donations and reporting. Expenditure of £788 was paid during 2021/22. During 2022/23, all payments towards the build of this system were capitalised. As the system will be live during the financial year 2023/24, no amortisation has yet been charged, therefore the value of the designated fund has not changed during the year.

Dance On Toolkit: The Trustees designated in 2021/22 £32,040 to create a 'Dance On Toolkit' based on the Dance for Health Links event research sharing to reduce the number of older people who are not achieving 30 minutes of moderate physical activity per week. The fund covers the staff time for each project lead organisation to contribute to creating the tool kit and its subsequent design. One Dance UK disseminates this with contributing partners through One Dance UK and host this on our website. £31,898 was spent during the year.

14. Statement of funds (continued)

Creative Scotland
Creative Scotland provided an Open Project Fund grant to build on the professional development support offered to Scottish dancers, choreographers and dance students.

Paul Hamlyn Foundation
One Dance UK was awarded a 5-year grant of £40,000 per year from the Backbone Fund as recognition of the important role that One Dance UK plays in the sector and as marking the establishment of a strategic relationship through which Paul Hamlyn Foundation may seek advice from time to time. The grant started in October 2018.

Dance Passion
One Dance UK collaborated with BBC Arts a month-long celebration of dance from February 2022, featuring leading names and exciting new talent across television and online on BBC networks, stations, and platforms. One Dance UK and BBC Arts pulled together talent from across all four nations to create five hour-long programmes from four hubs across the UK: Warwick Arts Centre in Coventry, Theatre Royal Plymouth's TR2, Leeds' Northern School of Contemporary Dance, and London's Sadler's Wells. Dance Passion 2022 also included thirteen BBC Arts and One Dance UK co-commissioned short films and interactive projects by UK-based professional and community dance companies, independent artists, choreographers, and associated technical partners based in dance education and dance medicine.

15. Analysis of net assets between funds

Analysis of net assets between funds – current year

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £
Intangible fixed assets	63,345	-	63,345
Tangible fixed assets	954	-	954
Net current assets	410,985	5,670	416,655
	475,284	5,670	**480,954**

Analysis of net assets between funds – prior year

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total funds 2022 £
Intangible fixed assets	21,936	-	21,936
Tangible fixed assets	2,145	-	2,145
Net current assets	454,381	2,701	457,082
	478,462	2,701	481,163

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

	Total 2023 £	Total 2022 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)	(209)	45,108
Adjustment for:		
Depreciation and amortisation charges	23,907	32,866
Decrease/(increase) in debtors	(24,907)	22,301
(Decrease)/increase in creditors	(31,425)	(140,932)
Net cash provided by/(used in) operating activities	(32,634)	(40,657)

17. Pension commitments

The company operates a defined contributions pension scheme which was implemented in February 2017. The assets of the scheme are held separately from those of the company in independently administered fund. The pensions cost charge represents contributions payable by the company to the fund and amounted to £13,297 (2022 - £11,946).

18. Operating lease commitments

At 31 March 2023 the total of the Charity's future minimum lease payments under non-cancellable operating leases was:

	Office equipment	
	Total 2023	**Total 2022**
	£	**£**
Amounts payable:		
Within 1 year	1,154	1,154
Between 2 and 5 years	1,646	2,800
	2,800	3,954

19. Related party transactions

Trinity Laban Conservatoire of Music and Dance, in which Anthony Bowne is a Director, were paid £nil during the year (2022 - £3,206). The transaction was on an arm's length basis and the trustee received no benefit as a result of the transaction.

As disclosed in note 8, there were no transactions with Trustees in the year (2022 – no transactions).

20. Statement of financial activities for the year ended 31 March 2022

	Unrestricted Funds Restated* 2022 £	Restricted Funds Restated* 2022 £	Total 2022 £
Income from:			
Donations and legacies	764,908	358,440	1,123,348
Charitable activities	102,432	-	102,432
Fundraising activities	23,550	-	23,550
Other income	21	-	21
Total income	890,911	358,440	1,249,351
Expenditure on:			
Raising funds	66,610	-	66,610
Charitable activities	793,267	344,366	1,137,633
Total expenditure	859,877	344,366	1,204,243
Net income	31,034	14,074	45,108
Transfers between funds	29,540	(29,540)	-
Net movement in funds	60,574	(15,466)	45,108
Reconciliation of funds:			
Total funds brought forward	417,888	18,167	436,055
Total funds carried forward	478,462	2,701	481,163

*** Restatement**

The allocation between restricted and unrestricted funds for both donations and legacies income and expenditure on charitable activities was misstated in the 2022 Statement of Financial Activities. Restricted income from donations and legacies was £15,001 lower than stated, with a corresponding increase in unrestricted income. Likewise, restricted charitable activities expenditure was £15,001 lower than stated with a corresponding increase in unrestricted expenditure. This is corrected in the above comparative Statement of Financial Activities. There is no impact on funds brought forward or carried forward, and the notes to the accounts in 2022 showed the correct income and expenditure position.

ONE DANCE UK

England & Wales - Charity number 801552

Accounts

Company registered number: 2931636
Charity registered number: 801552

ONE DANCE UK (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

Calum Findlay White by Dani Bower Photography for One Dance UK

One Dance UK
Supporting Dance

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

The Trustees are pleased to present their annual Directors' report together with the financial statements of the charity for the year ended 31 March 2022, which are also prepared to meet the requirements for a Director's report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Chlowe - Dani Bower Photography for One Dance UK

OUR PURPOSE

A STRONGER, MORE VIBRANT AND DIVERSE DANCE SECTOR FOR THE UK

Promoting Dance in all its diversity

To advance arts and culture for the benefit of the public by promoting all forms of dance. This includes the promotion of good practice, education and specific forms of dance including but not limited to the promotion of the work of dance artists of the African Diaspora in all its expressions.

Education

To advance the education of the public, teachers, students, young people, dance practitioners and professionals in the UK including but not limited to: research, the promotion of dance with and for young people, Dance of the African Diaspora, promoting standards of excellence in the teaching of dance for all ages (with a focus on the school curriculum) and the promotion of specific forms of dance.

Health

We are committed to dancers' health, wellbeing and performance, and provide specialist provision through our HDP training, dissemination of health information and accessible response to injuries.

Relief of poverty

To relieve poverty amongst dancers, dance artists, dance practitioners and their dependents.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)' and the Charity Governance Code. We rely on grants, fundraising, sponsorships, members' fees and ticket sales to cover our operating costs.

We are a charity dedicated to raising the profile, excellence, diversity and importance of UK dance. These are the cornerstones of our constitution.

OUR WORK THIS YEAR

April to June 2021

ADVOCACY: Information to dance sector on COVID-19 restrictions and post Brexit touring

ODUK AWARDS: Nominations Opened

YOUNG CREATIVES: Delivery of online activity and mentoring for 2021 cohorts

EQUITY, BALANCE AND BELONGING (EBB): We began widening our Diversity and Inclusion parameters

July to September 2021

ADVOCACY: Information to Dance sector on end of Covid restrictions on 19 July

ODUK AWARDS: Nominations close

U.DANCE NATIONAL FESTIVAL ONLINE

YOUNG CREATIVES: Final dance films presented as part of the U.Dance National Festival (online)

DANCE PASSION: Contracting 50 diverse dance Organisations

EBB: Accessible language staff group set up with staff volunteers

October to December 2021

ADVOCACY: Updating COVID-19 advice in relation to the Omicron variant

ODUK AWARDS: Ceremony Online

YOUNG CREATIVES: Application and selection process for 2022 cohorts

DANCE PASSION: Filming across 4 UK Locations

EBB: All staff anonymously surveyed on feelings of inclusion and openness to be heard and make changes to ODUK

January to March 2022

ADVOCACY: Decolonising the Curriculum resource - RIDE

U.DANCE LOCAL AND REGIONAL

YOUNG CREATIVES: Live and online delivery and mentoring for 2022 cohorts

DANCE PASSION: Introduced on BBC 4 and on BBC iPlayer

EBB: Survey results compiled and analysed.

HEALTH, WELLBEING AND PERFORMANCE: Continued engagement with individuals, schools, universities online, in person, within NHS and private dance and dance science settings

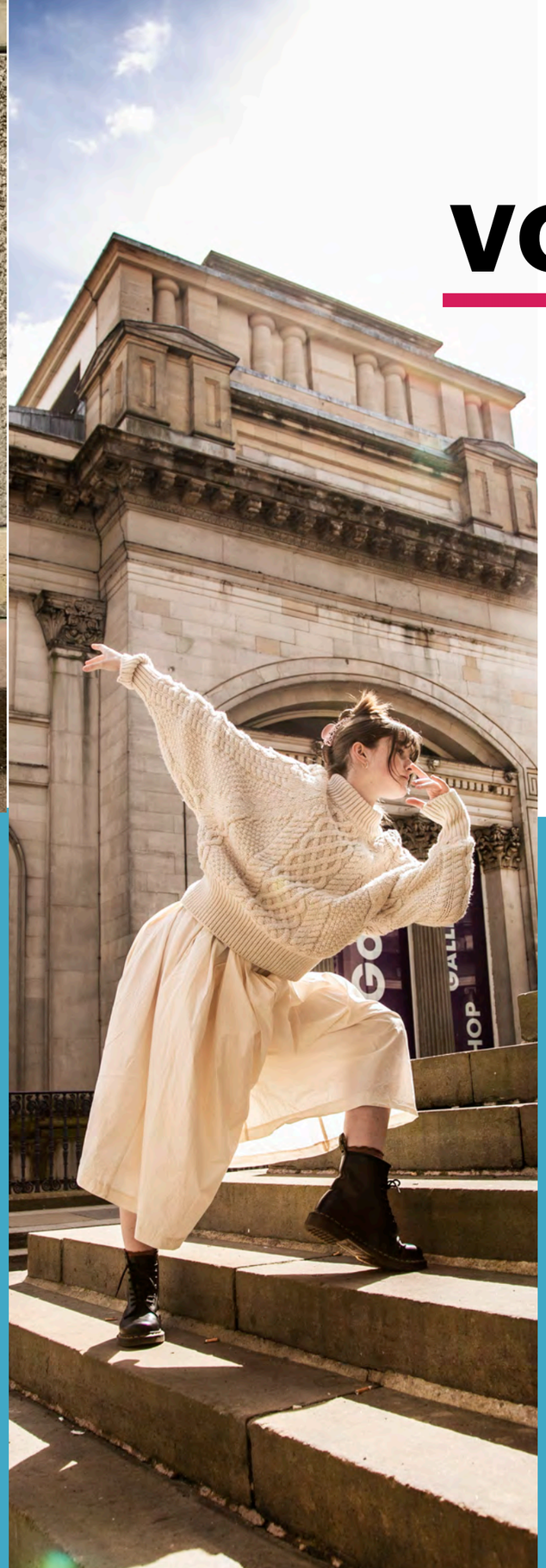
CONTINUED PROFESSIONAL DEVELOPMENT (CPD): Online Latest Training and Careers Talks with Dance teacher and students carried on across the yea

OUR STRATEGY

Together we're stronger

With the mandate of our members, we provide one clear voice for dance and a clear strategy to meet our purpose.

- Providing information and direct support to dance professionals, dance teachers, schools and organisations to support a vibrant, healthy, and sustainable dance ecology
- Ensuring children and young people from all backgrounds can participate in high quality dance through our advocacy and programmes
- Raising the profile of diverse dance practice and equality for diverse professionals, in dance performances, education and leadership in organisations across the UK
- Advocating loudly for UK dance with Government, CYP Programme Board and health and mental wellbeing providers
- Providing dance professionals at all stages of their careers with opportunities, resources and information to enable them to survive and thrive.



OUR VOLUNTEERS

We rely on and are extremely grateful to our volunteers who include former staff, Board members, expert panels and our Dance Ambassadors of ages 15 – 25.

Annually, we rely on 40 volunteers who generously give up to 560 hours of their time.

Dance Ambassadors write blogs, speak to Members of Parliament, support us at our events and benefit from engaging with us. Through exciting opportunities, they find out about the various roles involved in dance.

"It was a wonderful opportunity to meet like-minded artists, educators and representatives from leading organisations."

- Dance Ambassador

SUPPORTING DANCE

Although the pandemic meant another year of uncertainty for Dance across the four UK nations, we continued to listen, learn, and respond to the dance community's needs. We are pleased to have maintained our full staff complement for uninterrupted service and support to dance. Most of our work remained online, particularly when doubts about the impact of Omicron arose in the third and fourth quarter of the year. During a testing time for dance and the dance economy, advocating our member's needs to DCMS and DfE, funders, performing arts representative bodies and disseminating information on the return to dance studios, teaching and the Freelance Task Force were our key priorities.

One of our proudest and most challenging achievements was DANCE PASSION, a collaboration with BBC Arts to increase public awareness of the diversity, creativity and sheer brilliance of UK Dance in all its forms. Featuring 50 organisations and independent artists, the breadth and scope of dance was celebrated in a BBC 4 highlights show with a total of 6 hours of dance films and filmed performances released over subsequent weeks on iPlayer, and innovative interactive content released weekly and hosted on the BBC Taster platform.

We saw an increase in all memberships other than individual membership which is to be expected in very tough financial times. Our new strategy addresses the needs of the individual membership. The One Dance UK Team is dedicated to listening and aligning our services to best serve the dance community's needs now and in the future. We remain forthright about this.

"Talking to pros who really understand the dance world has become so rare these days, and it felt a bit like coming home. Thank you for the powerhouse that is One Dance UK"

- One Dance UK member

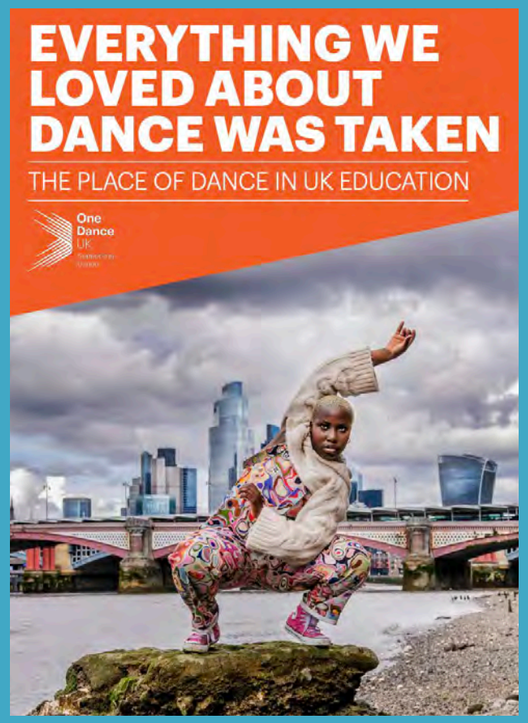
ADVOCACY

Engagement with Government and officials continued on an almost weekly basis throughout 2021/22, along with our involvement in the Cultural Renewal Taskforce, Entertainment and Events Subgroup, and the Venues Steering Group on issues relating to COVID-19 recovery, and through the DCMS Creative and Cultural Touring group and an International Performing Arts Group which includes the Arts Councils of all four nations, other sector bodies, and key touring sector representatives on issues relating to EU Exit.

Our work with Government and officials throughout the early stages of the pandemic and return to studios and stages was recognised with a personal letter from Lord Parkinson (Minister for Arts) as being instrumental in developing and delivering an effective and proportionate response to COVID-19, particularly in making the case for interventions like the Cultural Recovery Fund, Orchestra and Theatre Tax Reliefs, and the Performing Arts Quarantine Exemption.

One Dance UK's Chief Executive received his MBE from the then HRH Prince Charles (now His Majesty King Charles III) at Windsor Castles in March 2022, which was awarded in recognition for services to Dance, particularly through the COVID-19 response.

CHILDREN AND YOUNG PEOPLE (CYP)



Dance education report - 'Everything We Loved About Dance Was Taken'

April and May 2021 saw the publishing of a large-scale survey of dance educators entitled '*Everything We Loved About Dance Was Taken*'. This public facing report, launched in October 2021, details the current dance education landscape. The headline findings are certainly cause for concern, marking a decline in dance activity in schools and a reduction in teaching hours and staff, as reported in *The Stage*. This research also provides an action plan for Government, education leaders and others, as well as a commitment from One Dance UK to address the issues raised in the report.

The report can be viewed here.

ADVOCACY

Programme Board: CYP Dance

The CYP Programme Board brings together organisations with a strategic remit for CYP dance in England, both in and outside school settings. There is now very positive engagement from key stakeholders including DfE, ACE, awarding organisations and exam boards. One Dance UK provides the secretariat and meetings are chaired by Geoff Barton, General Secretary of the Association of School and College Leaders (ASCL), with meetings taking place termly to ensure key issues remain high on the agenda.

U.DANCE National Festival

Due to the ongoing pandemic, U.Dance regional and national activity was delivered online, building on the success of U.Dance Digital 2020.

U.Dance Regional Platforms

All U.Dance regional partners in the nine English regions, Scotland, Wales and Northern Ireland committed to delivering a U.Dance regional event or at least managing applications of dance films from their region in 2021. Successful film entries were screened as part of the U.Dance National Festival 2021 showcases, with very positive engagement and feedback. Overall, there were 128 entries from groups and individuals across the UK.

U.Dance National Festival

The U.Dance National Festival 2021 was delivered as a digital event, built around a theme of '*Where can Dance take you?*', with a focus on talent development opportunities, audition tips and 'next steps' guidance threaded through the programme. The programme was highly aspirational and the full line up of masterclass and careers toolkit Q and A sessions was made available for 1 month following the event. The showcases included 42 youth dance films selected from a range of settings being screened across three nights, and an additional Young Choreographers Showcase matinee performance.

- **Young people were also able to participate in two public facing challenges.**
- **We reached over 2000 young people across the showcases, challenges, masterclasses and Q&As**
- **The showcases (broadcast on One Dance UK Facebook and YouTube) collectively reached nearly 10 000 people**
- **Of those who returned our short feedback form we had 96% positive feedback, with 87% considering going on to higher/further education in dance**

YOUNG CREATIVES

The Young Creatives programme for aspiring choreographers continues to go from strength to strength, with the two-year model developed during the pandemic being developed further with opportunities for young people to create both live and screen dance.

The 2021 programme was delivered completely online, with 20 Year 1 participants taking part in skills building and creative sessions with high-profile practitioners to create high-quality group dance films. Eight Year 2 participants received bespoke mentoring from Jo Cork to create individual dance films. All work was premiered as part of the U.Dance National Festival 2021.

January 2022 saw a live activity launch of the next iteration of the programme, with seven participants progressing into Year 2 and developing extremely high-quality live performance work, supported by Sarah Dowling, Liam Francis, Vidya Patel and Kate Flatt OBE. Meanwhile 24 Year 1 participants were selected from over 50 applicants, commencing a series of online activity and skills-building sessions as part of a foundation year.

"Young people never fail to astound me with their creativity, passion and ability to get right to the heart of the matter through dance. It feels like it is more vital than ever that young people have opportunity to express themselves and explore their creative voices. The Young Creatives programme does exactly that."

- Sir. Richard Alston, Young Creatives and U.Dance Champion

DANCE AMBASSADORS

For the 2021-22 academic year, recruitment for Dance Ambassadors was paused to allow the previous Year 1 cohort (who had only experienced online activity) to remain 'in post' for a second year and to complete specialist projects tailored to individual areas of interest. A review of this way of working has led to an updated programme design going forwards.

We are liaising with Dance Consortium to reinvigorate our partnership from 2022/23 onwards, with a further expansion of the programme to include some light touch careers-based activity for young people aged 12-16.

"My favourite aspect of being a Dance Ambassador was volunteering at national and regional events. I was given the opportunity to support the provision of dance for young people which is something I feel really passionate about and also because these events allowed me to develop my confidence as a public speaker/ presenter."

"Prior to becoming an ambassador, my exposure to dance had been quite insular and I now feel that I am developing a more informed awareness and understanding of dance in cultures and settings unrelated to my own personal experiences."

- Dance Ambassadors 2021-22

CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

‘*Ready, Step, Teach!*’ and ‘*Take the Leap!*’ – Primary and Secondary CPD

‘*Ready, Step, Teach!*’ is dance specific CPD for non-specialists, consisting of six twilight sessions delivered online. Autumn 2021 saw the delivery of the third iteration of this popular and cost-effective programme. A follow-up CPD Programme, ‘*Take the Leap*’ was also launched in Autumn 2021 for those who have completed ‘*Ready, Step, Teach!*’ or those who already possess a higher level of dance-specific subject knowledge. There were 84 participants in the 2021-22 financial year.

Both programmes were well received and have provided a good source of income, though running both programmes simultaneously has been challenging. NASBTT also purchased two sessions from the programme which were delivered to over 100 trainee teachers in March 2022 – a positive step forward in our ambition to reach trainee teachers.

Bespoke CPD

Our *Introduction to Primary Dance* CPD session has been delivered to primary schools and coaching companies. There were three bookings in the 2021-2022 academic year, reaching a total of 60 delegates. The online model has allowed us to expand our geographical reach as well as making the programme more financially viable for schools.

Career talks

The CYP team continues to deliver a number of membership talks and dance career talks at colleges and universities, with online and in-person options. Four university PGCE courses received Dance in Education talks.

In January 2022, as part of Dance Passion, we hosted two free online Career Panels designed to provide students with an opportunity to hear from professionals working in different roles, and learn about the varied routes into a dance career. A large number of CYP signed up to the events however this converted to around 15-20 ‘log-on’s for each event. This does not, however, reflect the total number of attendees as several schools hosted the events to classrooms full of students. Through our partnership with *Discover! Creative Careers* we aim to embed future events as part of a wider programme of creative careers events.

BBC Teach Resource and CPD

In partnership with Cornucopia Films and BBC Teach, we built on the existing *Step by Step* KS2 resource to develop a similar programme for KS1. Filming took place in schools in Leeds and Cardiff in October and November 2021 and work was undertaken to create supporting written resources and other materials. The launch of the programme has been delayed due to internal staffing and policy changes at BBC Teach, but it should be available in the public domain during the 2022-23 academic year.

DECOLONISING THE CURRICULUM AND RIDE RESOURCE

In the wake of the Black Lives Matter movement and surrounding conversations on the need for increased inclusivity in dance education, the Decolonising the Dance Curriculum Roundtable was formed with One Dance UK providing the secretariat.

The Roundtable attendees are representatives from examination boards, dance companies, freelancers, dance organisations, teachers and students. The youth voice is particularly important when we are looking at the future of dance education.

Roundtable attendees worked together to create a resource designed to celebrate global majority dance, increase representation and affect positive change in dance education.

The RIDE resource (Representation in Dance Education) has three focus areas designed to support teachers to redress representation and access dance work by the global majority in the UK:

- Dance works that can be studied in schools
- Artists, workshops and CPD
- Music

Plans are in place for the resource to be updated annually. You can view the current resource by scanning the QR code.

We acknowledge that this resource is not fully comprehensive and doesn't represent all global majority work in the sector. RIDE is a starting point to be developed and built on. If you have recommendations, please do get in touch.

If you are interested in your work being part of the resource or joining the Roundtable please go to www.bit.ly/RIDERoundtable.

DANCE PASSION

Following on from a year long planning, research and creation period, throughout February and March 2022, BBC Arts and One Dance UK presented Dance Passion, a landmark celebration of the world-class dance that happens across the UK.

Patience J, Sadler's Wells,

Pulling together talent across all four nations Dance Passion brought some of the best of UK dance to audiences at home in five special one hour-long programmes, introduced by Josie d'Arby and Karim Zeroual, as well as an additional highlights show on BBC4 and 14 BBC Arts and One Dance UK co-commissioned short films and interactive experiences.

Interactive Experiences

Made using innovative technology from BBC Research & Development, the interactive experiences enabled viewers to decide the course of a story, or to focus on specific content presented in the work.

Short Form Films

Available on BBC Arts and as part of the five Dance Passion episodes on iPlayer, the short form films tackled everything from climate change and childhood memories, to what its like to choreograph as a disabled artist with Quadriplegic Cerebral Palsy and no verbal communication.

View the full programme here or scan the QR code:

The Dance Passion short films and interactive projects are funded by BBC Arts and Arts Council England's National Lottery Project Grants programme.

Thanks to the following companies and artists who have been part of Dance Passion.

Dance Passion Highlights

- Celtic Feet – *Heartbeat* (filmed in Coventry)
- Phoenix Dance – *Heart of Chaos* (filmed in Leeds)
- Ballet Black – *Washa* (filmed in London)
- Simple Cypher – *Roll Up Roll Up* (filmed in Plymouth)
- Birmingham Royal Ballet – *Don Quixote* (filmed in Coventry)
- National Dance Company Wales – *Ludo* (filmed in Cardiff)

Leeds – Northern School of Contemporary Dance

- Vale – *Shine On You*
- Phoenix Dance – *Heart of Chaos*
- Balbir Singh – *The Wise Ones*
- Akram Khan (rehearsal with NSCD students) –*Jungle Book Reimagined*
- RJC Dance and Dance Action Zone Leeds (DAZL) – *LS Unity*
- Simple Cypher – *Roll Up Roll Up* (filmed in Plymouth)
- Northern Ballet – *I Am Merlin* (film)

London – Sadler's Wells

- Vidya Patel, Sarathy Korwar and Zia Ahmed –*Birthright*
- Ballet Black - *Washa*
- The Royal Ballet - *Traces*
- Patience J – *Colours*

Coventry – Warwick Arts Centre

- Ascension – *Resilient*
- Ace Dance and Music – *Mana*
- Celtic Feet – *Heartbeat*
- Nupur Arts – *Taste of Bollywood*
- Koncept - Blackpink's *"How you like that"*
- Birmingham Royal Ballet – *Don Quixote*

Plymouth – Theatre Royal Plymouth's TR2

- Rambert 2 – *Home* (filmed in London)
- Street Factory Studios: – Toby G and Max Revel –*The Inner Dance*
- Adam Benjamin – *Dancer's Forest*
- Zoielogic's Fuzzylogic – *Judged*
- James Wilton Dance – *Four Seasons*
- Tap Attack – *Red Riding Hood*
- English National Ballet – *Raymonda* (film)

Coventry – Warwick Arts Centre

- Motionhouse – *Nobody*
- National Dance Company Wales – *Ludo*
- Candoco – rehearsal of *Last Shelter*
- House of Ghetto Voguing
- House of Suarez Voguing

DANCE OF THE AFRICAN DIASPORA (DAD)

HOTFOOT Online Spring and Autumn

The Spring edition simultaneously celebrated 20 years of publication and the anniversary of George Floyd's death which sparked important conversations around diversity and equality. The theme 'Paving the Way - Rebuilding and Reimagining', featured dance of the African Diaspora leaders, emerging voices and how those working in dance of the African Diaspora are responding, moving forward with renewed determination, and remaining responsive to change and new influences.

Black History Month Competition

As part of our wider campaign for Black History Month we wanted to celebrate some of the incredible work happening in DAD across the UK. We awarded three cash prizes of £250 to members of the DAD community who are working towards brighter futures in dance.

I Move Campaign

I Move continued spotlighting multiple members of the DAD community. We ringfenced features for current active members, including our Black History Month competition winners in 2021, all of whom are active members of One Dance UK and have all made important contributions to dance in the wider community.

Dorine by Dani Bower Photography for One Dance UK

ONE DANCE UK AWARDS 2021

Our vision for the One Dance UK Awards in 2021 was to create a celebration that uplifted and championed the achievements across the sector over the past 12 months. For 2021 the awards ceremony was hosted by two-time award winner Tommy Smalls (Shaper/Caper) and filmed on location at MAC Birmingham.

The Awards were built on digital engagement generated in 2020 with a view to implementing a hybrid model which could combine the live and digital elements. Our objectives were to increase the total number of nominations by 5% and for people to engage with the ceremony both during and after the live stream. We did anticipate a lower reach on the live ceremony due to the rise of 'digital fatigue' reported following the height of the pandemic but to attempt to combat this we partnered with One Dance UK organisational member Motionhouse to incorporate a dance performance into the evening, for the first time ever. This was a success and will be included in future Awards ceremonies where possible.

We received a total of 1,070 nominations over 20 categories. However, with the uncertainties of the new COVID-19 variant in late October 2021, we opted to hold an online ceremony with total views of 1,039 on YouTube and 1,300 on Facebook on the evening. We plan to hold live events for future awards ceremonies, and hope to celebrate a broader range of awards recipients in person.

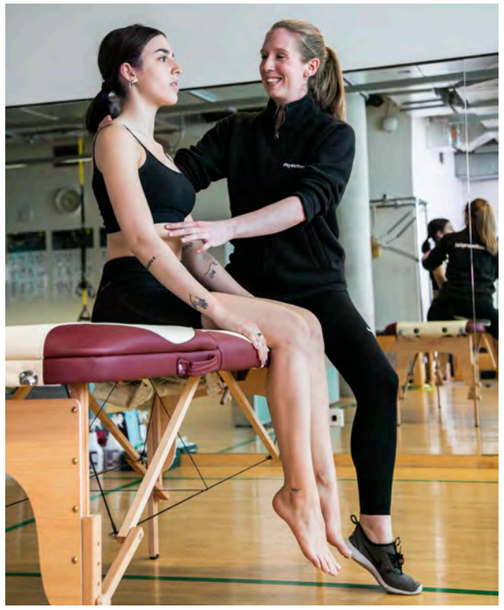
Please note: all COVID-19 guidance and best practices were followed during the filming of the awards.

HEALTHIER DANCER PROGRAMME (HDP) AND NATIONAL INSTITUTE OF DANCE MEDICINE AND SCIENCE (NIDMS)

One Dance UK is a founding partner in the National Institute of Dance Medicine and Science (NIDMS), and together with NIDMS partners we work to provide dance specific private and NHS healthcare and dance science support, dance industry standards and advocacy for healthier dance practice, world leading dance science research, and health education and resources for dance practitioners, healthcare practitioners, and educators.

HEALTHCARE PRACTITIONERS' DIRECTORY

Our free searchable online directory lists private medical, psychological, and complementary healthcare practitioners who are based throughout the UK and recommended by members of the dance profession. The list currently includes dance specialist osteopaths, physicians, Pilates practitioners, counsellors, Somatic Movement Educators, podiatrists, dieticians, massage therapists, chartered physiotherapists, acupuncturists, yoga practitioners, and Franklin practitioners.



NIDMS NHS DANCE INJURY CLINICS

2022 marks the 10-year anniversary of the opening of the NIDMS NHS Injury Clinics, and since 2012 the three clinics have treated more than 1,500 dancers. Dancers require specialist care from medical practitioners who understand the demands and requirements of professional dance training and performance. The NHS Dance Injury clinics at Mile End Hospital London, Royal United Hospital Bath, and Queen Elizabeth Hospital Birmingham are led by a Sport and Exercise Medicine consultant with experience treating dancers, alongside a dance-specialist physiotherapist. Each clinic can refer to a wider multidisciplinary team including podiatrists, surgeons, dieticians, and psychologists/ psychiatrists.

SAFEGUARDING IN UK DANCE ORGANISATIONS

In July 2021, as a part of a collaboration between One Dance UK, NIDMS and the University of Birmingham, in July 2021, we completed our first research into abuse prevention and safeguarding policies and procedures in UK dance organisations (see article here).

HEALTHIER DANCER PROGRAMME (HDP) TALKS

In 2021-22 we delivered 37 talks and reached 2,593 people. These talks on dancers' health and performance aim to promote safe and effective dance practice in educational and professional environments, educate dancers and educators on mechanisms for injury prevention and performance enhancement, and raise awareness of resources, programmes, and organisations that support dancers' health and performance.

BHSF RISE EMPLOYEE ASSISTANCE PACKAGE

We have been working with BHSF to pilot an employee assistance programme (RISE) as an add on to One Dance UK membership. RISE benefits include telephone and face-to-face counselling, personal legal, and financial/dept support, psychiatric assessment, complex case support and complex case management, and confidential expert carer support and advice.

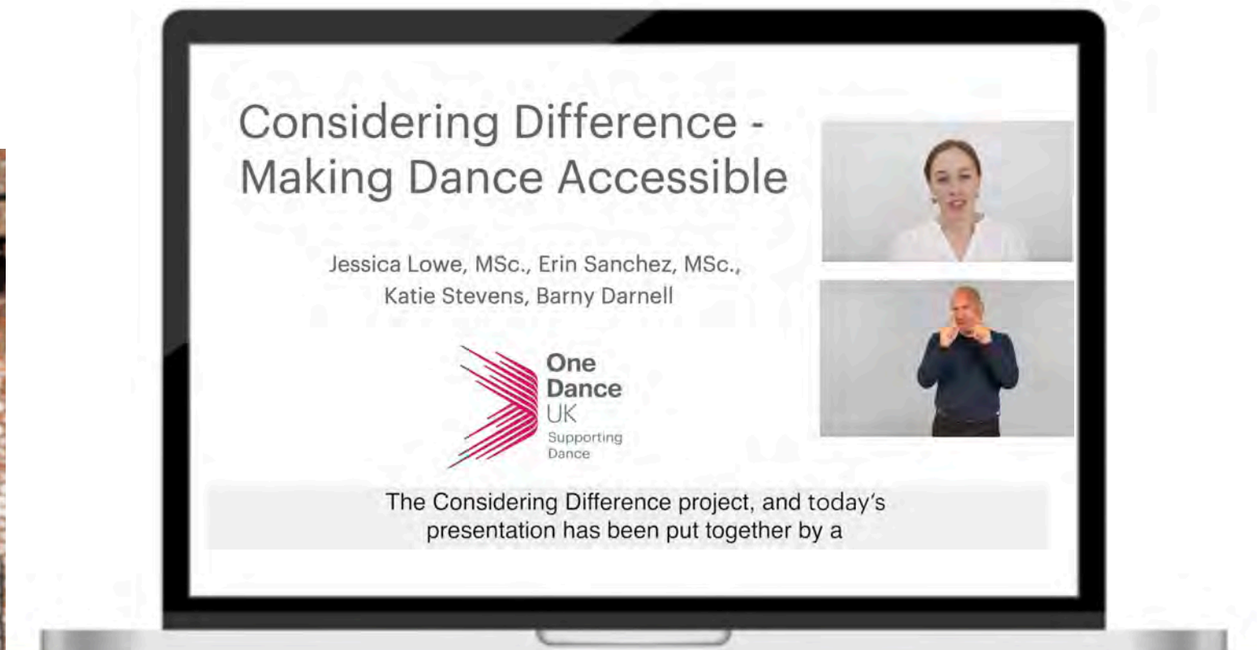
PERFORMANCE OPTIMISATION PACKAGE (POP)

One Dance UK offers the Performance Optimisation Package (POP) which is designed to help dancers maintain health, fitness and optimum performance through the provision of a health cash plan. It also offers optional dance specific musculoskeletal screening including advice from dance-specialist physiotherapists and fitness specialists. It complements the existing specialist healthcare available at the NIDMS NHS clinics and is available as an add-on to One Dance UK individual membership. Companies and schools can add it to their existing offer for dancers too.

In 2021, we developed POP Taster Screening, a free opportunity to experience a miniature dance specific musculoskeletal screening offered to freelancers, students, and dancers of small- to mid-scale companies.

"I loved my taster screening session! It was all new to me - the physio/the screening - so I was very excited to take part. I discovered habits of my body that I didn't know I had. I would highly recommend anyone who is considering to try out this taster session to DO IT!"

-Participant 2021



CONSIDERING DIFFERENCE

Considering Difference – Making Dance Accessible, is an ongoing project that aims to address a gap in dance-specific policy and practical guidance for dance venues. One Dance UK hopes to increase awareness of access barriers in dance spaces, as well as highlighting methods to enhance inclusion and promote independence and autonomy for all users of dance spaces.

The Considering Difference project was selected to be a part of the programme of the 2021 International Association for Dance Medicine and Science (IADMS) Conference in Denver, USA. One of our Health, Wellbeing & Performance team delivered a 10-minute lecture presentation about our work on this project to international audiences as part of the conference sessions. This presentation can be viewed here: Considering Difference - Making Dance Accessible

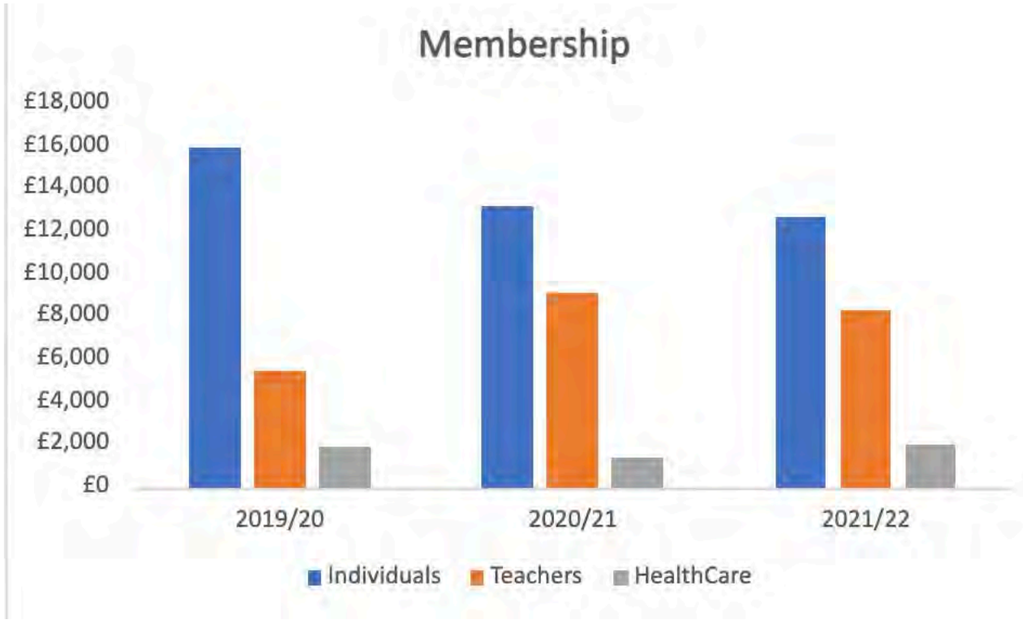
March 2022 saw the release of the *Considering Difference – Making Dance Accessible: An Introduction* information sheet, via the Spring 2022 edition of One Magazine. Since its release we have worked to promote the project on the One Dance UK website (here).

In April 2021, a new Facebook Group for the Healthier Dancer Programme was established to boost engagement with audiences interested in dancers' health, wellbeing and performance, and dance medicine and science. It currently has 337 members. All content released is reviewed in line with our quality assurance policy, to ensure that material is always up-to-date, genuine, audience-specific, and evidenced (where appropriate).

Lilium Findlay-White of Birmingham Royal Ballet by Dani Bower Photography for One Dance UK

MEMBERSHIP

The last year has demonstrated that we have provided a consistent service, engaging with our members, supporting their needs through our resources, advocacy, training and other support services which are all part of the membership offer. Although above pre-pandemic levels we have seen a slight decline in teacher membership as we did not repeat an online CPD programme. There is a steady increase in organisational membership but as previously stated we also saw a slight decline in individual membership.



Since 2019, organisational membership has grown by 11% and as we transition to a new CRM database, we will continue to track and analyse patterns, trends and uptake of our services and products linking to organisational membership.

Throughout the last financial year, we have also:

- **Rolled out our New Graduate Membership offer across universities with concessionary student rates for membership. The offer also includes career enhancing sessions on topics such as healthier dance practice and operating as a freelancer**
- **Member Led Networks – our first Member Led Network serves historically underrepresented communities. We have rolled out a trial Member Led Network, with the view to improving awareness and growth of typically underserved dance styles.**
- **We offered a three-month trial membership for all Freelancers, disseminated through the Freelance Dance Taskforce, with everyone who signed up then offered a discount on Individual Membership**
- **Building on CPD uptake, we also offered discounted Dance Teacher memberships**
- **We also offered discounted individual membership to all of our Dance Ambassadors.**

OUR PRIORITIES

EQUITY, BALANCE AND BELONGING

We advocate an equitable, diverse and inclusive dance ecology that reflects the multiple voices in dance and the dance community that everyone should be accepted by.

We continue to develop benchmarks to map the make-up of our staff, members and participants of programmes to the make-up of the broader dance community. We will continue to identify and prioritise diversity gaps and build sustainable relationships that better represent the balance of the dance ecology.

We encourage everyone to be respectfully open and honest with us. It’s how we grow together and celebrate the richness of every person and idea.

OUR ENVIROMENTAL RESPONSIBILITY

We are furthering our commitment to leveraging partnerships and facilitating important conversations, to ensure the dance ecology remains informed and can take relevant action to reduce the impact of the climate crisis. In partnership with The Theatre Green Book we have formalised a toolkit, which brings together sustainability experts and organisations to create a common standard for progressing sustainability within dance spaces. We will continue to build our understanding towards becoming more sustainable, including the challenges faced by our member and non-member communities.

FUNDRAISING ACTIVITIES

We have continued to deepen our relationship with funders and sustained current funding including with Arts Council England and the Paul Hamlyn Foundation. We have employed a new Head of Membership and Business Development, who will be leading on developing a new fundraising strategy, developing current and new areas of revenue.

We engaged one freelance fundraiser with contracted obligation and company monitoring of compliance with the Charities Act 2016 and guidance from the Fundraising Regulator's voluntary regulation scheme. We required and monitored protection around vulnerable people and members of the public from unreasonable intrusion on a person's privacy, unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the charity or placing undue pressure on a person to give money or other property. These fit with our safeguarding policy on all activities. There were no complaints received by One Dance UK or our freelance fundraiser for our fundraising activities.

PLANS FOR FUTURE PERIODS

Strategic Review and Governance

We are in the final stages of a strategic review conducted by the Board and Senior Management Team to ensure our resources and operations continually maximise the impact and benefit to our members and beneficiaries.

The strategic planning process encompasses:

- Understanding changes in the dance environment
- Reviewing our Mission and Vision
- Embedding the plan in our Governance, monitoring, reporting and organisational structures
- Developing activities that deliver our Mission with suitable performance measures
- Communicating our updated Mission Statement and strategy to staff and the public.

The Trustees promote regular reviews of the charity's strategy in line with the Charity Governance Code. Board reports and meetings are being adjusted to keep track of and monitor the progress on the updated strategic plan. The latest strategic review is in 2022.

Membership

Review and trial new benefits to ensure our membership benefits remain relevant, responsive, and aligned to sector needs

We saw a decline in individual membership in 2020 and a further 78 individual members did not renew in the period between March 2021 - March 2022. Post pandemic, we want to ensure membership remains accessible and critical to the development and future of our sector. We will develop a new individual member offer to improve individual member acquisition and retention.

The implementation of our new CRM database will remain a key priority, automating the processing of memberships, improving member experience, and providing a deeper understanding of the needs of our members

As we transition into a new normal, we will continue to test hybrid, live and digital events, reviewing uptake and member engagement

Awards

One Dance UK Awards 2022 take place in Bristol on 29 October at The Mount Without. This 2022 Awards are in partnership with Impermanence Dance and champion an organisation which celebrates and spotlights the local dance ecology in Bristol as well as the achievements of the entire UK dance sector.

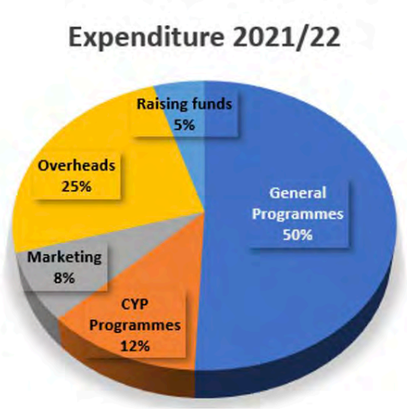
DAD Live Activity 2022

DAD Live is a cross department project for five events working towards addressing the outcomes of the 2019 mapping report. Fundraising for Global Majority 101, a fully accessible workshop, shared the experiences of Global Majority experts and addressed the specific funding concerns of our DAD and wider Global Majority community in May 2022. The workshop was funded by Widen European Access to Cultural Communities via Europeana (WEAVE). 100% of survey respondents felt this event improved their confidence in fundraising and would be interested in more funding training and skills development.

FINANCIAL REVIEW

In response to the impact of, and slow recovery from, the pandemic our activities continued to be delivered mainly online with a full-time staff complement. We were pleased to have the continued support of members with:

- growth in our organisational membership
- Dance Teacher membership rising above pre-pandemic levels, and
- Healthcare Practitioner membership recovering to pre-pandemic levels.



Our trading income increased (£29,741 2021/22, £19,141 2020/21) driven in the main by advertising income. However, sponsorship reduced to 70% of pre-pandemic levels. This was offset by savings in the online delivery of our services that resulted in lower venue hire, travel, and accommodation costs.

	2019/20	2020/21	2021/22
Sponsorship	£29,500	£14,625	£8,550
Staff travel and accomodation	£33,201	£976	£9,907

Our Membership & Business Development team has established a new programme to engage current and new sponsors, and Trusts and Foundations to highlight the importance and reach of our work for dance.

Our collaboration with BBC Arts to deliver Dance Passion on BBC 4, BBC iPlayer, and BBC Taster, was our largest programme of the year and was successfully delivered on time with strong financial management. We undertook new areas of activity with legal support to contract artists for film and television and an external producer to liaise with artists and BBC Arts.

We made a surplus of £30,990 on unrestricted activities (£58,733 at 31 March 2021). No restricted fund is in deficit at the year end.

We recognise that inflationary pressures and fuller return to face-to-face activities will make for a difficult year in 2022/23. We are budgeting for cost reductions whilst recognising the lower income levels of 2022/22. We expect to break-even or experience a small deficit.

The Trustees are satisfied that One Dance UK is a going concern at the time of signing the accounts as:

- Core funding of £763,800 per annum is confirmed to continue as SSO within Arts Council England's National Portfolio of Organisations to March 2023.
- We have adjusted our future budgets and cashflow projections to anticipate lower than projected earned income along with lower programme costs through hybrid delivery. We expect to cover our operating costs to March 2023.
- Our unrestricted reserves are at the appropriate level required by our Trustees and include consideration of the impact COVID-19.

We are a Sector Support Organisation within Arts Council England's National Portfolio of Organisations. Arts Council England is our largest funder with funding used to meet our programme of activities and contribute to core costs.

PRINCIPAL RISKS AND MANAGEMENT

Our Trustees have a risk management strategy which comprises:

- six-monthly review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the six-monthly review and a quarterly risk summary to update progress on risk mitigation;
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

The Trustees have identified that inflationary pressures, a tight labour market and ongoing impact of COVID-19 are the major risks in meeting fundraising and income targets and maintaining smooth operations to ensure we serve beneficiaries and maintain financial resilience.

The risks have been mitigated through:

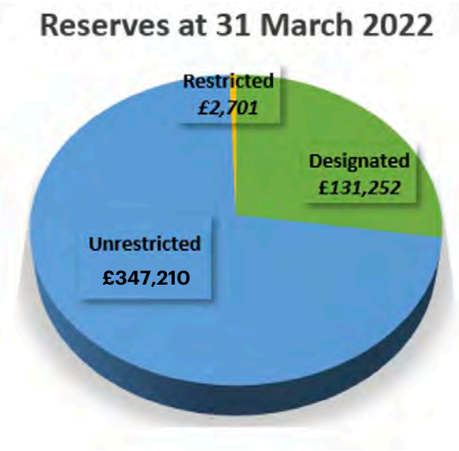
- adjusting our business model, budgets and cashflows for the next two financial years in response to lower than originally budgeted earned income matched by equally lower operating costs through hybrid delivery;
- growing online delivery, communication and advocacy for the dance sector;
- bench marking salaries to West-Midland levels appropriate to our organisation's size and specialist skills;
- continued funding from Arts Council England as principal NPO funder to 31 March 2023 and Paul Hamlyn Foundation to 31 March 2023, contributing to core and educational costs based on funding conditions that we are certain will be met.

We regularly review the fundraising achieved against targets to make any adjustments to our activities should the need arise.

RESERVES AND RESERVES POLICY

The Trustees of the charity have set the unrestricted reserves policy at a level so that there are sufficient funds to cover:

- three months of operations in the event of any unplanned closure and its impact on beneficiaries, Staff and other financial commitments;
- fluctuations in annual projected income; and
- foreseeable financial commitments.



The Trustees have set a range of £300,000 to £350,000 as an appropriate level of unrestricted reserves for the future plans of the charity.

The Trustees have designated £99,212 of general funds for the purchase and implementation of a cloud-based CRM system and upgraded website for membership, events, marketing, donations and reporting. This is net of £788 paid to a consultant in the financial year to support the scoping and tendering process. In June 2022, suppliers were confirmed. Chorus CRM will deliver EVO 365, a charity sector focused CRM built using the infrastructure of Microsoft Dynamics 365, whilst Digital Wonderlab will deliver the CMS and website using Umbraco. Both suppliers are recognised as 'Gold standard' and their Implementation/s began in July 2022. The new CRM system and website are essential for improving our beneficiaries ease of use while matching future digital demands for our services and resources. We expect to parallel-run the CRM in February and March 2023 with full transition in April 2023.

The Trustees have designated £32,040 to create a 'Dance On Toolkit' based on the Dance for Health Links event research sharing to reduce the number of older people who are not achieving 30 minutes of moderate physical activity per week. The fund will cover the staff time for each lead organisation to contribute to creating the tool kit and its subsequent design. One Dance UK will disseminate this with contributing partners in a resource and host this on our website.

At the year end, we hold £347,210 in unrestricted reserves (£317,888 at 31 March 2021). The designated reserves at 31 March 2021 amounted to £131,252 (£100,000 at 31 March 2021). This has been identified by the Trustees as an appropriate level.

At 31 March 2022, the Charity holds £2,071 at 31 March 2021 (£18,167 at 31 March 2021) in restricted funds for specific projects.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

One Dance UK is a Company limited by guarantee governed by its Memorandum and Articles of Association dated 11 May 1994. It is registered as a charity with the Charity Commission. Anyone over the age of 18 can become a member of the Company and there are currently 1,354 members, each of whom agrees to contribute £1 in the event of the charity winding up.

Appointment of Trustees

As set out in the Articles of Association the Trustees are appointed by members of One Dance UK at the Annual General Meeting (AGM) or by postal vote. The Trustees shall retire from office at the fourth AGM following the AGM at which his or her current term commenced. Any Trustee who has served two consecutive terms can only be re-appointed after a one-year break from office.

All members are circulated with notice at least 21 days prior to the AGM advising them of the retiring Trustees and requesting votes for any newly proposed Trustees for the AGM. If a vacancy on the Board occurs between AGMs the Board may co-opt a person to serve until the next AGM when such person may stand for election. If the Trustees determine that the Board is lacking any particular skill then the Trustees may appoint an additional three Trustees at any time with a term not exceeding four years from the AGM that their appointment was accepted by members.

Trustee induction and training

New Trustees are required to have an induction into all key areas of One Dance UK's work and its constitution, and to be briefed on their legal obligations prior to their first Board meeting. They must sign a 'fit and proper person' declaration, conflict of interest memorandum, and are provided with good governance documentation, financial and management accounts, the Memorandum and Articles of Association and the latest business plan.

Organisation

The Board of Trustees, which can have up to 20 members, is responsible for decisions regarding policy and overall direction. The Board monitors progress of programmes and initiatives, finance and other developments at quarterly meetings and reports to the membership at the AGM. There is a Finance subcommittee that meets quarterly to report finance and risk matters to the Trustees.

A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment, project and programme delivery and fundraising

SENIOR MANAGEMENT TEAM

Chief Executive | Andrew Hurst MBE

Deputy Chief Executive & Finance Director | Christopher Rodriguez

Head of Business Development and Membership | Alisha Kadri

Head of Workforce Development | Jazlyn Pinckney

Head of Marketing and Communications| Lara Coffey

Head of Children and Young People's Dance | Laura Nicholson

RELATED PARTIES AND UMBRELLA NETWORKS

None of our Trustees receive remuneration or other benefit from their work with the charity. Any Connection between a Trustee or Senior Manager of the charity with a related party must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party. In the current year no such related party transactions were reported.

The charity is a paying member of umbrella groups Creative UK, Culture Counts and the UK Dance Network. The charity is also a non-paying participant of other umbrella groups that are WhatNext?, the Council for Subject Associations, and the Cultural Learning Alliance. Our membership and affiliations do not impact on the operating policies adopted by the charity.

COVID-19 control measures on our wider network have not impacted our operations.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The Charity Trustees (who are also the Directors of One Dance UK for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that period. In preparing the financial statements, the trustees are required to:

1. select suitable accounting policies and then apply them consistently;
2. observe the methods and principles in the Charities SORP;
3. make judgements and estimates that are reasonable and prudent;
4. state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
5. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions

Statement as to Disclosure to Our Auditors

Each of the Trustees (who are also the Directors of the company) at the time when this Trustees' Report is approved has confirmed that:

- so far as the Trustee is aware, there is no relevant audit information of which the company's auditor is unaware; and
- the Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the company's auditor is aware of that information."

By order of the Board of Trustees

Amanda Skoog

Amanda Skoog MNZM, Chair — Director

Date: 16 November 2022

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ONE DANCE UK

REFERENCE AND ADMINSTRATIVE DETAILS OF THE COMPANY

FOR THE YEAR ENDED 31 MARCH 2022

Trustees

Amanda Skoog (Chair)
Andrew Carrick
Anthony Browne
David Watson
Denise Nurse
Jane Mary Bonham-Carter
Julian Flitter
Piali Ray (resigned 6 December 2021)
Susannah Simons
Victoria Igbokwe (resigned 7 April 2022)

Company registered number:	2931636
Charity registered number:	801552
Registered office:	Dance Hub, Thorp Street, Birmingham, B5 4TB
Chief executive:	Andrew Hurst
Independent auditors:	Haysmacintyre LLP, 10 Queen Street, London EC4R 1AG
Bankers:	Cater Allan, 9 Nelson Street, Bradford, BD1 5AN
	CAF Bank Ltd, 25 Kings Hill Avenue, West Malling Kent ME19 4JQ
	HSBC Bank Plc, 18 Ballards Lane, Church End, Finchley, London, N3
Solicitors:	Level Law, 20-22 Shelton Street, Covent Garden London, WC2H 9JJ

Opinion

We have audited the financial statements of One Dance UK for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Income and Expenditure account, the Balance Sheet, the Statement of Cash Flow and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

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

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the directors' report).

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

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

Responsibilities of trustees for the financial statements
As explained more fully in the trustees' responsibilities statement **set out on page 42,** the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to charity and company law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as income tax, payroll tax and VAT.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls),and determined that the principal risks were related to revenue recognition and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of laws and regulation and risks of fraud;
- Evaluating management's controls designed to prevent and detect irregularities; and
- Identifying and testing journals, in particular journal entries posted with unusual account combinations or with unusual descriptions.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

Jane Askew (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
Date: 16 November 2022

10 Queen Street Place
London
EC4R 1AG

ONE DANCE UK

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME & EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £	Total 2021 £
Income from:					
Donations and legacies	2	749,907	373,441	1,123,348	980,894
Charitable activities	3	102,432	-	102,432	91,895
Fundraising activities	4	23,550	-	23,550	15,125
Other income		21	-	21	188
Total income		875,910	373,441	1,249,351	1,088,102
Expenditure on:					
Raising funds		66,610	-	66,610	44,674
Charitable activities	5,6	778,266	359,367	1,137,633	975,960
Total expenditure	7	844,876	359,367	1,204,243	1,020,634
Net income		31,034	14,074	45,108	67,468
Transfers between funds		29,540	(29,540)	-	-
Net movement in funds		60,574	(15,466)	45,108	67,468
Reconciliation of funds:					
Total funds brought forward	15	417,888	18,167	436,055	368,587
Total funds carried forward	15	478,462	2,701	481,163	436,055

All income derives from continuing activities.

The notes on pages 52 to 65 part of these financial statements.

BALANCE SHEET

AT 31 MARCH 2022

	Note	£	2022 £	£	2021 £
Fixed assets					
Intangible assets	10		21,936		43,872
Tangible assets	11		2,145		12,235
			24,081		56,107
Current assets					
Stocks	12	-		-	
Debtors	13	79,688		101,989	
Cash at bank and in hand		523,738		565,235	
		603,426		667,224	
Creditors: Amounts falling due within one year	14	(146,344)		(287,276)	
Net current assets			457,082		379,948
Total net assets			481,163		436,055
Charity Funds					
Restricted funds	15		2,701		18,167
Unrestricted funds	15		478,462		417,888
Total funds			481,163		436,055

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

The financial statements were approved and authorised for issue by the Trustees on 16 November 2022 and signed on their behalf by:

Amanda Skoog

Amanda Skoog, Director

Julian Flitter

Julian Flitter, Director

The notes on pages 52 to 65 form part of these financial statements.

ONE DANCE UK

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in/(provided by) operating activities	17	(40,657)	255,664
Cash flows from investing activities:			
Purchase of fixed assets		(840)	(3,573)
Net cash used in investing activities		(840)	(3,573)
Change in cash and cash equivalents in the year		(41,497)	252,091
Cash and cash equivalents brought forward		565,235	313,144
Cash and cash equivalents carried forward		523,738	565,235

Analysis of changes in net debt	At 1 April 2021 £	Cash Flows £	At 31 March 2022 £
Cash and cash equivalents	565,235	(41,497)	523,738

The notes on pages 52 to 65 form part of these financial statements.

1. Accounting policies

1.1 Basis of preparation of the financial statements

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

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

1.2 Company status

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

1.3 Going concern

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern at the time of signing the accounts as:

- Core funding of £763,800 per annum is expected to continue as SSO within Arts Council England's National Portfolio of Organisations to March 2023;
- The Charity has adjusted its future budgets and cashflow projections to anticipate lower projected earned income along with significantly lower programme costs through switching to hybrid delivery. The Charity expects to cover its operating costs to March 2023 and March 2024; and
- The Charity's unrestricted reserves are at the appropriate level set by the Trustees.

1.4 Income

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

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1. Accounting policies (continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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 company.

Charitable activities are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

1.6 Intangible fixed assets and amortisation

Intangible assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is charged over a period of five years.

1.7 Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised at cost.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

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

Office equipment - 50% and 33% on cost

1.8 Interest receivable

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

1.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1. Accounting policies (continued)

1.10 Debtors

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

1.11 Cash at Bank and in hand

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

1.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.13 Financial instruments

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

1.14 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

1.15 Fund accounting

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

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

Investment income, gains and losses are allocated to the appropriate fund.

1. Accounting policies (continued)

1.16 Critical accounting judgements and estimation uncertainty

In the application of the accounting policies, the Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

1.17 Subsidiary Holdings

One Dance UK is the sole shareholder in 4 dormant companies registered in England and Wales. None of the companies have traded during the year or the previous year. There are no assets or liabilities in the companies, and they have not been consolidated in these financial statements on the basis of immateriality.

One Dance UK Trading Limited 9532327
ADAAAD Limited 10274996
YDNE Limited 10274857
NDTA Limited 10275179

2. Income from donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total £
2022			
Donations	1,108	-	1,108
Grants	763,800	358,400	1,122,240
Total 2022	764,908	358,400	1,123,348
2021			
Donations	1,330	-	1,330
Grants	763,800	215,764	979,564
Total 2021	765,130	215,764	980,894

2. Income from donations and legacies (continued)

The company recognised Public Funding income from:

	Arts Council England £	Sport England £
2022		
Core	763,800	-
Dance Passion	225,000	-
Dance On	-	93,441
Total 2022	**988,800**	**93,441**

	Arts Council England £	Sport England £
2021		
Core	763,800	
Dance On		175,764
Total 2021	**763,800**	**175.764**

3. Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total £
Projects 2022	102,432	-	102,432
Projects 2021	91,895	-	91,895

4. Fundraising income

	Unrestricted Funds £	Restricted Funds £	Total £
2022			
Fundraising events	15,000	-	15,000
Sponsorship	8,550	-	8,550
Total 2022	23,550	-	23,550
2021			
Fundraising events	500	-	500
Sponsorship	14,625	-	14,625
Total 2021	15,125	-	15,125

5. Charitable activities - Direct costs

	Total 2022 £	Total 2021 £
Project expenditure	398,893	273,015
Wages and salaries	225,618	236,805
National insurance	36,605	32,993
Pension costs	6,808	5,972
	667,924	548,785

6. Charitable activities - Support costs

	Total 2022 £	Total 2021 £
Office overheads	76,328	79,564
Administration costs	29,786	20,536
Professional finance	33,489	22,871
Governance	12,030	11,030
IT and software	30,429	35,575
Wages and salaries	278,510	248,722
National insurance	3,999	3,885
Pension cost	5,138	4,992
	469,709	427,175

7. Analysis of expenditure by expenditure type

	Staff costs 2022 £	Other costs 2022 £	Total 2022 £
Fundraising team costs	36,549	30,061	66,610
Charitable activities	556,678	580,955	1,137,633
	593,227	611,016	1,204,243

	Staff costs 2021 £	Other costs 2021 £	Total 2021 £
Fundraising team costs	36,850	7,824	44,674
Charitable activities	533,369	442,591	975,960
	570,219	450,415	1,020,634

8. Net income/(expenditure)

This is stated after charging:	**Total 2022 £**	Total 2021 £
Depreciation of tangible fixed assets:		
- Owned by the charity	10,930	11,118
Amortisation of intangible fixed assets	21,936	21,936
Auditors' remuneration – audit	12,000	11,100

During the year, no Trustees received any remuneration (2021 - £NIL).
During the year, no Trustees received any benefits in kind (2021 - £NIL).
During the year, no Trustees received any reimbursement of expenses (2021 - £Nil).

9. Staff costs

Staff costs were as follows:

	Total 2022 £	Total 2021 £
Wages and salaries	540,677	522,377
Social security costs	40,604	36,878
Pension costs	11,946	10,964
	593,227	570,219

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

	2022 No.	2021 No.
Administration and projects	18	17

The number of higher paid employees was:

	2022 No.	2021 No.
Earning between £60,000 - £70,000	1	1

The Chief Executive, Finance Director and the heads of departments represent the key management of the Charity. Remuneration and benefits received by key management personnel in the year were £243,442 (2021 - £254,737).

10. Intangible fixed assets

	Software £
Cost	
At 1 April 2021 and 31 March 2022	111,239
Amortisation	
At 1 April 2021	67,367
Charge for the year	21,936
At 31 March 2022	89,303
Carrying amount	
At 31 March 2022	21,936
At 31 March 2021	43,872

11. Tangible fixed assets

	Office Equipment £
Cost	
At 1 April 2021	61,458
Additions	840
At 31 March 2022	62,298
Depreciation	
At 1 April 2021	49,223
Charge for the year	10,930
At 31 March 2022	60,153
Net book value	
At 31 March 2022	2,145
At 31 March 2021	12,235

12. Stocks

	Total 2022 £	Total 2021 £
Books and materials	-	-

13. Debtors

	Total 2022 £	Total 2021 £
Trade debtors	25,946	5,454
Other debtors	49,493	3,132
Prepayments and accrued income	4,249	93,403
	79,688	101,989

14. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	45,794	161,509
Other taxation and social security	14,699	12,927
Accruals and deferred income	85,851	110,711
Other creditors	-	2,129
	146,344	287,276

15. Statement of funds

Statement of funds – current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
Unrestricted funds					
General Funds	317,888	890,911	(859,089)	(2,500)	347,210
Designated Funds					
CRM	100,000	-	(788)	-	99,212
Dance on Toolkit	-	-	-	32,040	32,040
	417,888	891,911	(859,877)	29,540	478,462
Restricted funds					
Dance On	19,916	93,441	(81,317)	(32,040)	-
Creative Scotland	751	-	-	-	751
Paul Hamlyn Foundation	-	40,000	(40,000)	-	-
Research	(2,500)	-	-	2,500	-
Dance Passion	-	224,999	(223,049)	-	1,950
	18,167	358,440	(344,366)	(29,540)	2,701
Total of funds	436,055	1,249,351	(1,204,243)	-	481,163

15. Statement of funds (continued)

Comparative statement

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Unrestricted funds					
General Funds	359,155	872,338	(813,605)	(100,000)	317,888
Designated Funds					
CRM	-	-	-	100,000	100,000
Restricted funds					
Fidelity	1,878	-	(1,878)	-	-
Dance On	9,228	175,764	(165,076)	-	19,916
Creative Scotland	826	-	(75)	-	751
Paul Hamlyn Foundation	-	40,000	(40,000)	-	-
Research	(2,500)	-	-	-	(2,500)
	9,432	215,764	(207,029)	-	18,167
Total of funds	368,587	1,088,102	(1,020,634)	-	436,055

Designated funds

Customer Relationship Database (CRM): The Trustees have designated £100,000 of general funds for the purchase and implementation of a cloud-based CRM system and upgraded website for membership, events, marketing, donations and reporting. Expenditure of £788 was paid to a consultant to support the tendering process. In June 2022, suppliers were confirmed. Chorus CRM will deliver EVO 365, a charity sector focused CRM built using the infrastructure of Microsoft Dynamics 365, whilst Digital Wonderlab will deliver the CMS and website using Umbraco. Both suppliers are recognised as 'Gold standard' and their Implementation/s began in July 2022. The new CRM system and website are essential for improving our beneficiaries ease of use while matching future digital demands for our services and resources.

Dance On Toolkit: The Trustees have designated £32,040 to work with each project lead organisation to develop a plan for the legacy of the Dance On project and a 'Dance On Toolkit'. The legacy work and toolkit will consolidate and share learning from the project to use dance activity to reduce the number of older people who are not achieving 30 minutes of moderate physical activity per week. The fund will cover the staff time for each project lead organisation to contribute to creating the tool kit and its subsequent design. One Dance UK will disseminate this with contributing partners through One Dance UK and house this on our website.

Restricted funds

Dance On

The programme was completed in the year and was funded by Sport England, Leeds City Council and City of Bradford Metropolitan District Council to reduce the number of older people in Leeds, Bradford and Doncaster who are not achieving 30 minutes of moderate physical activity per week, particularly targeting women aged 55+ years and those living with long-term ill health and disabilities. The programme worked to improve health and social outcomes for older people, build the evidence base and develop a model dance programme to tackle inactivity in older people that is replicable and scalable. Dance On successfully achieved a funding extension from 1 November 2020 to 31

15. Statement of funds (continued)

December 2021, with £90,0085 recognised in the current year. One Dance UK worked with Yorkshire Dance, Doncaster Community Arts and University of Leeds to deliver the programme.

Creative Scotland

Creative Scotland provided an Open Project Fund grant to build on the professional development support offered to Scottish dancers, choreographers and dance students.

Paul Hamlyn Foundation

One Dance UK was awarded a 5-year grant of £40,000 per year from the Backbone Fund as recognition of the important role that One Dance UK plays in the sector and as marking the establishment of a strategic relationship through which Paul Hamlyn Foundation may seek advice from time to time. The grant started in October 2018.

Research

Research on 'The Role and Impact of Freelancers in the Dance Sector' is completed. The research was undertaken by the School of Media and Performance, University of Bedfordshire and included the full range of activity undertaken by independent dance artists and the organisations which support this activity, including through funding, in-kind support or paid work. The completed report provides findings to stakeholders regarding future support for the sector and where the gaps in provision might be.

One Dance UK was achieved a grant £25,000 grant awarded by Arts Council England, along with a £2,500 contribution from the Dance Professionals Fund.

Dance Passion

One Dance UK collaborated with BBC Arts a month-long celebration of dance in February to March 2022, featuring leading names and exciting new talent across television and online on BBC networks, stations, and platforms. One Dance UK and BBC Arts pulled together talent from across all four nations to create five hour-long programmes from four hubs across the UK: Warwick Arts Centre in Coventry, Theatre Royal Plymouth's TR2, Leeds' Northern School of Contemporary Dance, and London's Sadler's Wells. Dance Passion 2022 also included thirteen BBC Arts and One Dance UK co-commissioned short films and interactive projects by UK-based professional and community dance companies, independent artists, choreographers, and associated technical partners based in dance education and dance medicine. One Dance UK made a successful Project Grant application to Arts Council England for £250,000 (of which £225,000 was drawn down in the current financial year). The BBC contributed £15,000 to film commissioning.

Fidelity

The Fidelity UK Foundation provided £45,750 toward the implementation of a new Customer Relationship Management (CRM) system of database and website. The CRM was operational in 2018/19. Costs were applied against the grant over the useful life of the CRM.

16. Analysis of net assets between funds

Analysis of net assets between funds – current year

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
Intangible fixed assets	21,936	-	21,936
Tangible fixed assets	2,145	-	2,145
Net current assets	454,381	2,701	457,082
	478,462	2,701	481,163

Analysis of net assets between funds – prior year

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total funds 2021 £
Intangible fixed assets	31,965	11,907	43,872
Tangible fixed assets	12,235	-	12,235
Net current assets	373,688	6,260	379,948
	417,888	18,167	436,055

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

	Total 2022 £	Total 2021 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)	45,108	67,468
Adjustment for:		
Depreciation and amortisation charges	32,866	33,054
Decrease in stocks	-	903
Decrease/(increase) in debtors	22,301	(22,648)
(Decrease)/increase in creditors	(140,932)	176,887
Net cash provided by/(used in) operating activities	(40,657)	255,664

18. Pension commitments

The company operates a defined contributions pension scheme which was implemented in February 2017. The assets of the scheme are held separately from those of the company in independently administered fund. The pensions cost charge represents contributions payable by the company to the fund and amounted to £11,946 (2021 - £10,964).

19. Operating lease commitments

At 31 March 2022 the total of the Charity's future minimum lease payments under non-cancellable operating leases was:

	Office equipment	
	Total 2022	Total 2021
	£	£
Amounts payable:		
Within 1 year	1,154	4,409
Between 2 and 5 years	2,800	797
	3,954	5,206

20. Related party transactions

Trinity Laban Conservatoire of Music and Dance, in which Anthony Bowne is a Director, were paid £3,206 for POP screening during the year (2021 - £nil).

Both transactions were on an arm's length basis. Neither Trustee received any benefit or remuneration as a result of the transaction.

As disclosed in note 8, there were no transactions with Trustees in the year (2021 – no transactions).

21. Statement of financial activities for the year ended 31 March 2021

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £
Income from:			
Donations and legacies	765,130	215,764	980,894
Charitable activities	91,895	-	91,895
Fundraising activities	15,125	-	15,125
Other income	188	-	188
Total income	872,338	215,764	1,088,102
Expenditure on:			
Raising funds	44,674	-	44,674
Charitable activities	768,931	207,029	975,960
Total expenditure	813,605	207,029	1,020,634
Net movement in funds	58,733	8,735	67,468
Reconciliation of funds:			
Total funds brought forward	359,155	9,432	368,587
Total funds carried forward	417,888	18,167	436,055

ONE DANCE UK

England & Wales - Charity number 801552

Accounts

Company registered number: 2931636
Charity registered number: 801552

ONE DANCE UK

(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Sam Vaherlehto - supported by The Workroom Glasgow by Dani Bower Photography for One Dance UK

One Dance UK
Supporting Dance

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Katie Stevens and Rebecca Fowler by Dani Bower Photography for One Dance UK

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

The Trustees are pleased to present their annual Directors' report together with the financial statements of the charity for the year ended 31 March 2021, which are also prepared to meet the requirements for a director's report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Chlowe - Dani Bower Photography for One Dance UK

OUR PURPOSE :

A STRONGER, MORE VIBRANT AND DIVERSE DANCE SECTOR

Taylor Han-supported by The Workroom Glasgow by Dani Bower photography for One Dance UK

We are a charity dedicated to raising the profile, excellence, diversity and importance of UK dance. These are the cornerstones of our constitution.

Promoting Dance and its diversity

To advance arts and culture for the benefit of the public by promoting dance in all forms. This includes the promotion of good practice, education and specific forms of dance including but not limited to the promotion of the work of dance artists of the African Diaspora in all its expressions.

Education

To advance the education of the public, teachers, students, young people, dance practitioners and professionals in the UK and beyond in dance by all means including but not limited to; research, the promotion of dance with and for young people, Dance of the African Diaspora, promoting standards of excellence in the teaching of dance for all ages with particular reference to the school curriculum and the promotion of specific forms of dance.

Health

To advance the health of dancers

Relief of poverty

To relieve poverty amongst dancers, dance artists, dance practitioners and their dependents.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)' and the Charity Governance Code. We rely on grants, fundraising, sponsorships, members' fees and ticket sales to cover our operating costs.

OUR STRATEGY

Together we're stronger

With the mandate of our members, we provide one clear voice for dance and a clear strategy to meet our purpose.

- Providing information to dance professionals, dance teachers, schools and organisations to support a vibrant and healthy dance ecology
- Ensuring children and young people of any background participate in high quality dance through our advocacy and programmes
- Raising the profile of diverse dance and equality for diverse professionals, performances, education and leadership in organisations across the UK
- Advocating loudly for UK dance with government, CYP programme board and health and mental wellbeing providers
- Providing artists at all stages of their careers with opportunities, resources and information to survive and thrive

Javier Andreu and Marge Henrick of Scottish Ballet - Dani Bower Photography for One Dance UK

SUPPORTING DANCE

Through an historic year, where COVID-19 measures disrupted dance performance, training, teaching and opportunities for employees and freelancers, we continued to deliver our strategy through seven areas

Advocacy

We are a voice for Dance with DCMS and DfE for COVID-19 sector recovery, and on Brexit. We advocate for the UK dance sector on issues ranging from diversity, health, education and working conditions for dance artists.

We work in partnership with cultural sector bodies such as the Creative Industries Federation, WhatNext?, Culture Counts in Scotland, Freelance Taskforce Dance Group and the FreeMoveCreate campaign to inform and mobilise our members and act as a constructive partner to Government. We act as secretariat for the All Party Parliamentary Dance Group.

We are also devoted to advocating for children and young people as the Subject Association and Secretariat for the CYP Dance Programme Board, informing educators, policy makers and media about research and professional practice, informing approaches to the curriculum, pedagogy, and teacher training and development.

Children and Young People (CYP)

We engage CYP of all backgrounds from Early Years Foundation Stage to the end of their statutory education in and beyond schools, in excellent dance experiences. We directly engage CYP through U.Dance (which provides a framework for schools and youth dance groups nationwide to progress to our annual festival event), our Young Creatives programme for choreographers, and as Dance Ambassadors. We work to ensure that dance education, and its provision in schools, organisations, colleges and universities, remain a key priority and are delivered to the highest standards. We convene an expert panel of leading dance educators to advise on matters affecting the curriculum and teaching of dance.

(L) Tamar Dixon
(R) Tanya and James
by Dani Bower Photography
for One Dance UK

Dance of the African disapora

We advocate that Dance of the African Diaspora (DAD), the many recognised DAD forms, practice, education and research, are equally valued and funded in the British cultural experience. Our partners and members inform us of sectoral gaps in equality and decision-making representation at every level. They guide our activities, communications and legacy for DAD.

Professional development

We work to ensure the dance workforce has opportunities to develop practice and sustainability at all stages in their career. We provide resources, webinars, conferences, Continuing Professional Development (CPD) for dance teachers, and training in healthier dance and mental wellbeing practice through our services to dance organisations. We also work with partners to develop or signpost training opportunities.

Equality, Diversity and Inclusion

We are committed to improving Equality, Diversity, and Inclusion throughout the dance sector. We use our platform to champion the issues directly raised from underrepresented communities, and those who have experienced exclusion or marginalisation. We advocate for change with funders, the government, and the wider creative dance sector.

We champion underrepresented voices across our platforms, with special attention to our publications, our programming, and our visual communications.

We listen and respond to need through a commitment to longstanding partnerships and programmes, and open dialogue with members and the wider dancing community.

We are determined to grow a workforce and dance sector that centres equity and justice and that is welcoming, viable, and fulfilling for all.

(L) Sophie Rebecca
(R) Trinity Laban
POP Screening by
Dani Bower for
One Dance UK

Celebrating Excellence

Our targeted activities to celebrate and support the development of a diverse, sustainable, unified, valued, connected and healthy dance workforce include:

- One Dance UK Awards celebrating those who develop and work tirelessly for dance
- *One* and HOTFOOT magazines to champion changes and achievements in the dance sector.

Healthier Dancer Programme

We are committed to dancers' health, wellbeing and performance, and provide specialist provision through our HDP training, dissemination of health information and accessible response to injuries.

We are founder partners of the National Institute of Dance Medicine and Science with:

- Birmingham Royal Ballet
- The Royal Ballet
- Trinity Laban Conservatoire of Music and Dance
- University of Birmingham
- University of Wolverhampton

Together with the NHS, we ensure there are specialist NHS dance injury clinics in London, Birmingham and Bath. Fundamentally, we are changing attitudes that result in safe practice, injury prevention and wider wellbeing issues being taken more seriously across the sector.

OUR VOLUNTEERS

We rely on and are extremely grateful to our volunteers who include former staff, board members, expert panels and our Dance Ambassadors of ages 15 – 25.

Annually, we rely on 40 volunteers who generously give up to 560 hours of their time.

Dance Ambassadors write blogs, speak to Members of Parliament, support us at our events and benefit from engaging with us. Through exciting opportunities, they find out about the various roles involved in dance.

Young Creatives 2021 cohort, by Dani Bower Photography for One Dance UK

ACHIEVEMENTS AND PERFORMANCE

Throughout the COVID-19 restrictions, we continued to serve our members and the dance sector by swiftly changing to online services to advocate, communicate guidance, train dance teachers and professionals and provide opportunities for children and young people to grow in dance. We also held 'Return to Dance' webinars for the first time with professionals advising on interpreting the evolving guidelines.

We engaged with many more real-time participants for our work, whilst upholding quality assurance and safeguarding standards.

Our social media followers grew substantially.

Facebook: 87,000 (+1.1%)
Twitter: 11,030 (+16%)
Instagram: 10,343 (+66%)

Over **162,450** users accessed our website during this time (+10.8%) on previous year, generating **455,559** page views.

Participants in the DAD Facebook group rose from **196** in March 2020 to **500** by March 2021

Our Return To Work webinar series attracted **6,000** participants

The One Dance UK Awards reached **154,000** people across all of our social media platforms on the evening of the live broadcast alone.

U.Dance 2020 welcomed **2,699** attendees to events and **6,500** people to the custom built website across the weekend.

Young Creatives 2021 cohort by Dani Bower Photography for One Dance UK

Through the lockdown measures of 2020/21, we were agile and quickly moved to online delivery. Our inclusive approach, where all staff freely recommend changes to activities and know our mission, resulted in strong support to the dance sector at a time of need.

All pre-planned activities for 2020/21 were delivered and moved to online delivery to replace face-to-face services where necessary.

We grew participation and improved our communication with members, the sector and internationally, creating a new website for U.Dance Festival 2020 that increased young people's participation and engagement by more than five times compared to previous years.

Our online Advocacy surveys, representation of and communications to the sector on COVID and Brexit have been used by individuals and organisations to navigate and make decisions on the various guidance relevant to our sector, across the four UK Nations.

We were a sponsoring partner of the Speak Listen Reset Heal Conference in October and November where arts practitioners and senior management of various organisations addressed racism in the performing arts and the work needed toward Equality, Diversity and Inclusion.

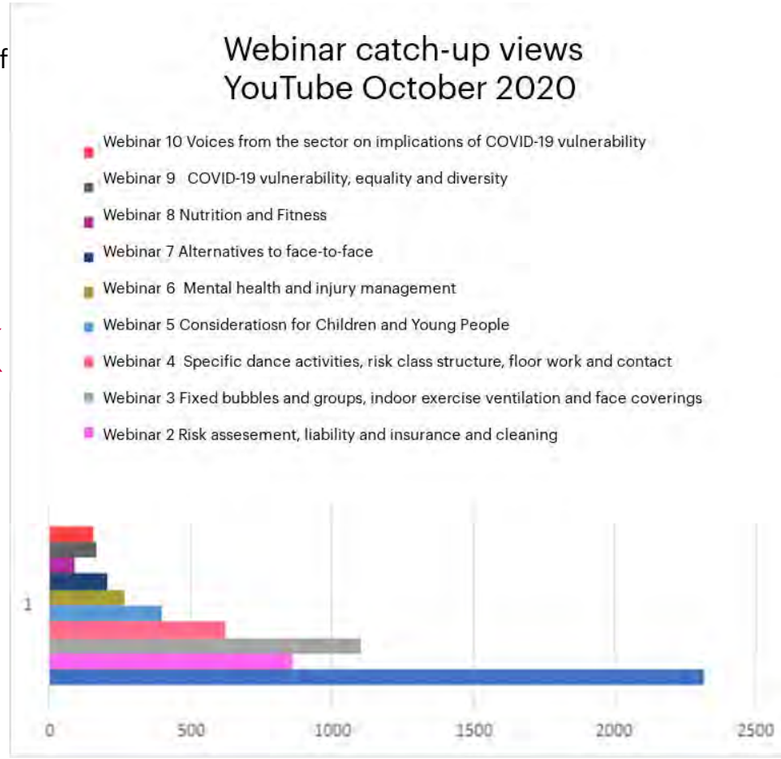
Our 3rd One Dance UK Awards Ceremony (online) also generated more than four times the participation, including international viewers. DAD Social Media activity grew at three times the previous year's level.

Financially, we lost sponsorship and trading income but equally reduced expenditure through online delivery and covered our operating costs. We did not use Government COVID-19 support nor made any redundancies amongst our much-needed team of staff.

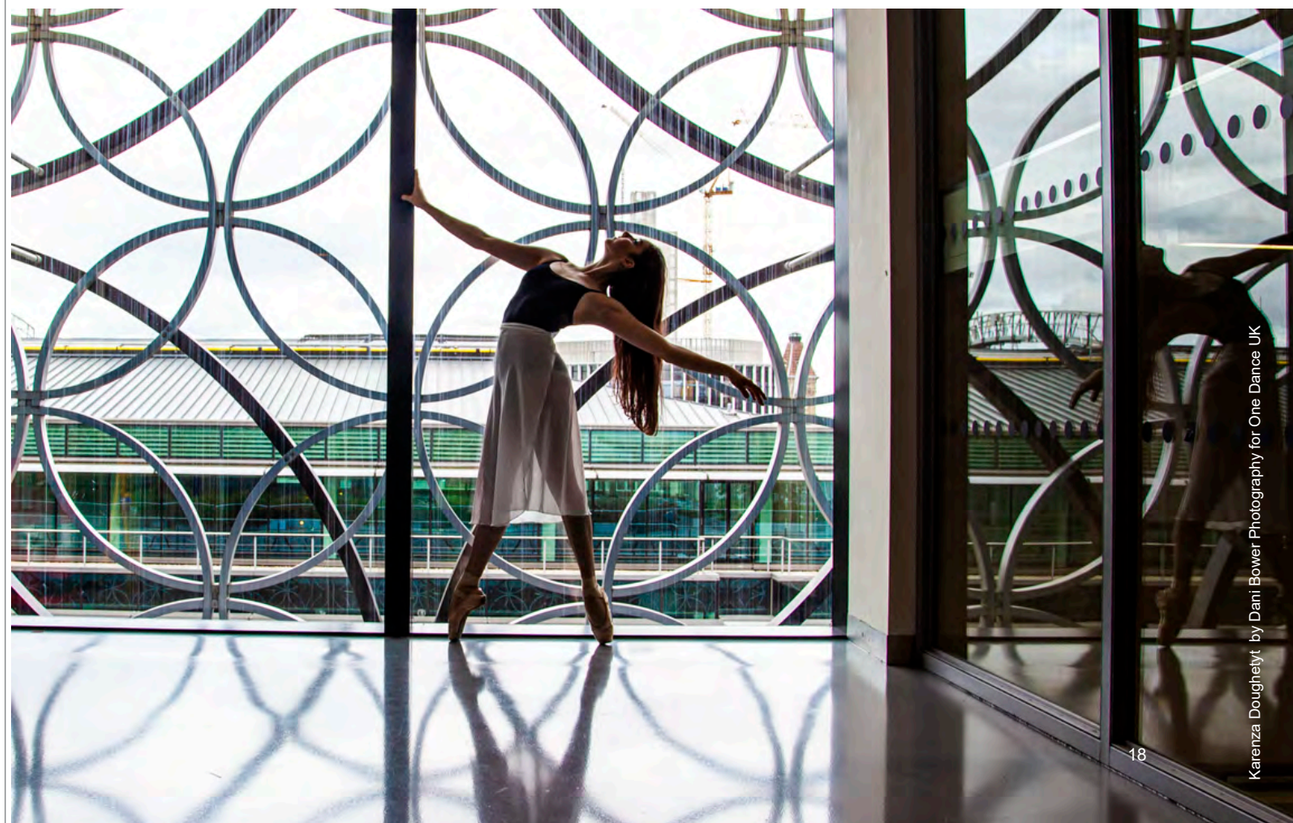
We communicated timely updates of the changing government guidance on the safe return to dance to our members and the wider sector through working groups, email updates, e-newsletters and a series of Return to Dance webinars.

"One Dance UK is our go to place for just about everything."

- member feedback on COVID guidance



ADVOCACY



CHILDREN AND YOUNG PEOPLE (CYP)

CYP: Advocacy

Our CYP Team shared Return to Dance / COVID-19 Guidance with those working with CYP in dance, both in and out of school, to help them interpret the government guidance around the safe return to dance activity. We will continue to serve the sector following their positive response to our webinars, e-bulletins and conversations with individual members and member organisations to support their circumstances.

We provided the Secretariat for Decolonising the Dance Curriculum roundtable meetings as part of a wider piece of work led by Cultural Learning Alliance and will continue to do so.

We continued to advocate for the equal importance and availability of dance education to all CYP with Ofqual, exam boards, DfE and continue to be involved in the Bacc for the Future campaign. We also provide the Secretariat for the CYP Programme Board.

L and TR - Young Creatives 2021 cohort, by Dani Bower Photography for One Dance UK

Blythehy Dani Bower Photography for One Dance UK

CYP: Young Creatives

Young Creatives, our programme for aspiring choreographers, was reimagined for 2020/2021 and is now taking the form of a two year programme with predominantly online delivery due to the ongoing pandemic.

24 young people were selected for Year 1 of the programme and since January have been working under Sarah Dowling's leadership to take part in a range of bi-monthly online creative workshops to develop their skills and knowledge as choreographers, with a slant towards creating film-based/digital work. Engagement, retention and quality of work have been extremely high, with excellent feedback from all workshop leaders and participants.

CYP: Dance Ambassadors

The Dance Ambassadors programme for aspiring leaders and advocates for dance aged 18-25 has also been reimagined for 2021 to remote/online participation. After working to make the promotion and application processes more welcoming and inclusive, we were delighted to have received our highest ever number of applications for the Dance Ambassadors programme, with over 150 applicants!

We were able to select an increased number of 39 Dance Ambassadors, including eight returning for a second year, representing a more diverse range of backgrounds, dance styles and geographical regions than ever before.

(CYP) U.DANCE DIGITAL

U.Dance celebrates and promotes excellence through diversity, best practice, with and by young people in dance across the UK.

U.Dance Regional is our work with regional partners to bring an agreed selection of schools and participants though to the National Festival that was to be in Glasgow, in July 2020. U.Dance Regional was halted due to the COVID-19 pandemic lockdown measures. U.Dance Regional returned online in November 2020.

The ongoing COVID-19 crisis also meant that it was not feasible or safe to deliver the U.Dance National Festival as a live event in July 2020. It was moved online with a new, bespoke website.

U.Dance Digital 2020 (The National Festival)

U.Dance Digital took place across the three days originally scheduled for the Glasgow National Festival – 17 to 19 July – and was open to all young people aged 11-19, and up to 25 for disabled dancers. All activities were free of charge to participate in.

The three day event included:

- a public-facing warm up each day, hosted on Instagram live with guest hosts including Dame Darcey Bussell
- Nine Dance Masterclasses from leading dance professionals in a range of styles
- Six Industry Spotlight Q&As looking at a range of professional dance pathways featuring insight from two leading industry professionals
- 10 careers chats
- Three Choreography Challenge Showcases featuring on average 12 groups each evening, selected from the hundreds of entries to the inaugural U.Dance Choreography Challenge on our Facebook page
- U.Dance Writing Challenge saw finalists have their entries featured online, with an opportunity to write a review for *One* magazine (Autumn 2020)
- 15 Dance Ambassadors assisted with the event in a range of roles

We were delighted with the results:

- Attendees: With 4,700 registrations, we welcomed 2,699 attendances at online masterclasses, careers chats and industry spotlight sessions.
- Pre-event engagement: We received over 100 entries to the Choreography Challenge, involving a total of 320 young dancers. There were 17 submissions to the writing challenge and 29 submissions for U.Dance on Screen.
- 6,500 visitors came to the U.Dance Digital website, with over 14,000 page views.
- The top areas visiting the site were UK (84%), USA (10%) and Australia (2%).

U.DANCE2020
Digital Festival 17 - 19 July

DANCE OF THE AFRICAN DIASPORA (DAD)

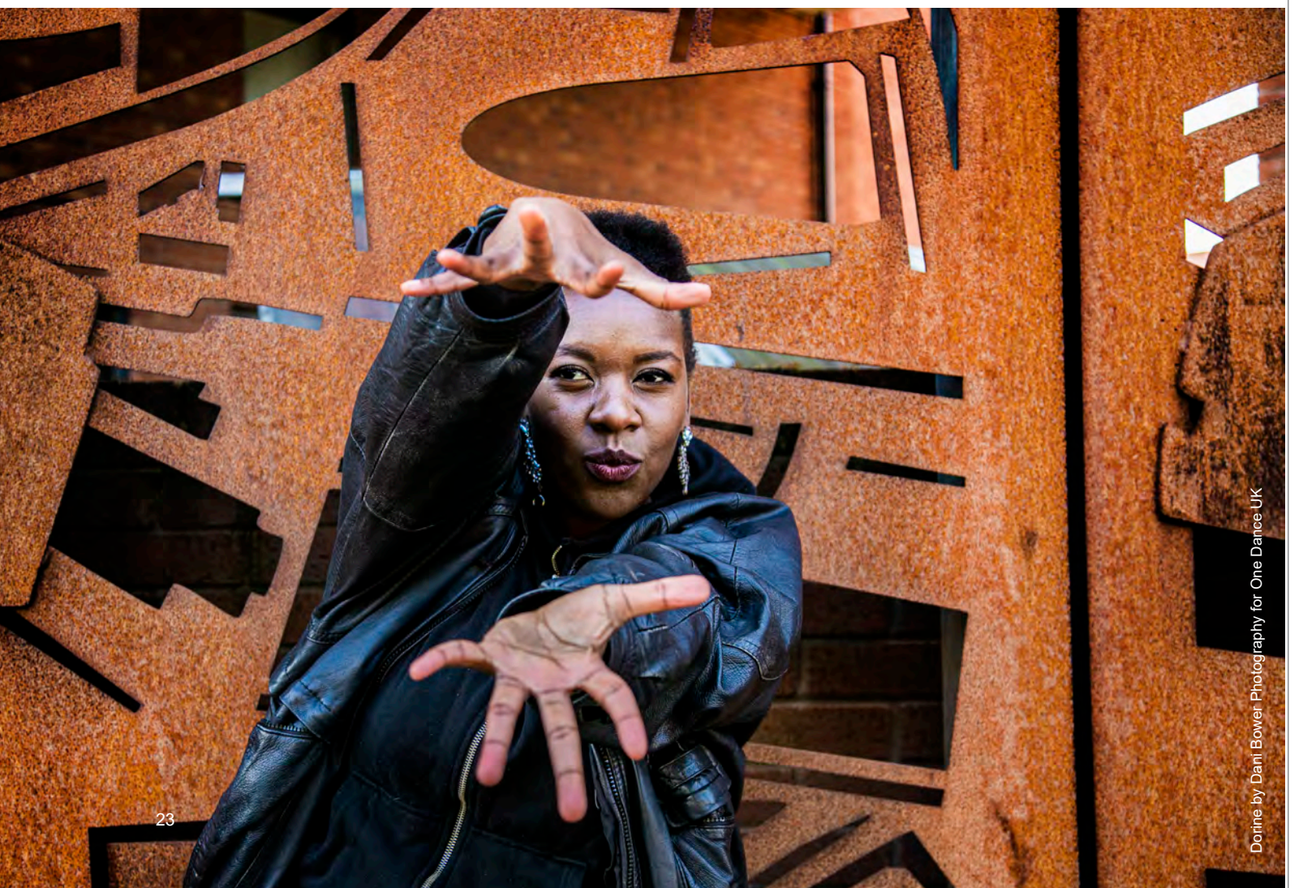
Our new campaign I Move raises the profile and visibility of DAD practitioners on social media, in e-newsletters and in our publication HOTFOOT Online. In 2020/21, our I Move campaign reached out to those working and practicing within the field of DAD and asked them to share with us why DAD is important to them, the challenges that they are facing at the moment and their hopes for the future. We highlighted five artists in the year in multi-disciplinary art and dance forms.

The DAD Facebook group continues to flourish and provide a space for DAD practitioners, leaders and enthusiasts to connect, be inspired and to be part of the ever-growing DAD community. In the twelve months to 31 March 2021, the group grew from 48 to 495 members.

DAD e-bulletin (in 12 months

- March 2020 - 144 recipients 26% 38 opens
- March 2021 - 915 recipients 26% open rate 228 opens

We thank Mercy Nabirye (former Head of DAD) for her enduring contribution to build the DAD sector and One Dance UK.



Dorine by Dani Bower Photography for One Dance UK

ONE DANCE UK AWARDS 2020

The third One Dance UK awards ceremony went online in November 2020. Hosted by Akosua Boakye, the first online ceremony offered greater scope for viewers to know more about the awardees and their work. It enjoyed a groundbreaking reach with 900 views on YouTube and 100% positive feedback across all platforms.

One Dance UK Awards celebrate the excellence of people working across dance – teachers and educators, community participation leaders, researchers, dance scientists, writers and many more across 24 award categories. Awardee and nominee feedback remained extremely positive, expressing pride in being recognised by peers and using the official winner/nominee mark as a marketing tool.

We continued to have a very strong nomination response of over 1,100 nominations with the final three in each category selected by an independent judging panel. We continue to work on increasing the awareness and number of nominations from diverse British people, including people with disabilities and LGBTQI who all contribute strongly to dance.

REACH ON THE NIGHT:

Twitter: 121K

Facebook: 12K

YouTube: 4.9K

Instagram: 16.6K

TOTAL CAMPAIGN REACH (MAR - NOV):

500,000

HEALTHIER DANCER PROGRAMME (HDP) AND NATIONAL INSTITUTE OF DANCE MEDICINE AND SCIENCE (NIDMS)

The Healthier Dancer Programme Facebook page offers weekly content to positively support One Dance UK audiences by providing regular signposts to health and wellbeing resources and provision, Healthcare Practitioner and Dance Scientist member news and updates, CPD prospects, events, and other engagement opportunities. The HDP Facebook page also hosts Wellbeing Wednesdays with weekly signposts to the Healthcare Practitioners Directory; Practitioner Profiling vlog Q&A's; dance medicine and science research participation opportunities; upcoming events; and relevant external resources such as books, articles, and other published materials.

There are 53 current Healthcare Practitioner and Dance Scientist members.

Healthier Dancer Talks went digital throughout 2020/21 with talks continuing to be delivered to dance teaching organisations, primary and secondary school dance teachers, including mental health advocacy and considerations for producers, safe practice for young dancers and support for parents and carers.

The NIDMS partnership saw some positive developments:

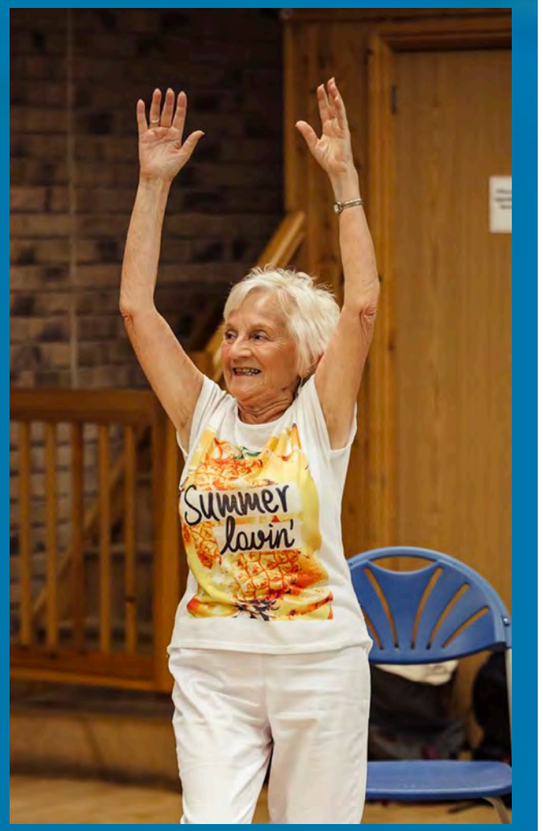
- Clinics/Healthcare: all the NIDMS NHS clinics returned to seeing dancer patients late in 2020/21 following the cessation of treatment during the peak of COVID-19 infection and the re-direction of most NHS services to Covid-related services.
- There are 250 current members with the Performance Optimisation Package (POP) membership add-on.

DANCE ON

Dance On improves physical activity for people over the age of 55 expressed as fun and social interaction through dance. The programme established community dance groups across Bradford, Leeds and Doncaster, engaging 701 older people in regular fun, social dance activity with the average age of attendees at 74 years, and 86% being women. The sessions are open to all and are adapted to welcome people with limited mobility or who may be living with long-term health conditions.

Dance On was suspended in March 2020 due to Covid-19 measures and resumed online in August 2020 through the inventiveness of our delivery partners Yorkshire Dance, DARTS and University of Leeds.

Research findings by University of Leeds show significant improvements in balance and mobility, increased physical activity levels and enhanced wellbeing over a 3, 6 and 12 month period, and have been the main focus in extending the programme from November 2020 to December 2021 through £288,275 funding from Sport England.



CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD)

Aishani Ghosh by Dani Bower Photography for One Dance UK

Ready, Step, Teach! - Primary and Secondary CPD programmes were created to address the demand from schools and individual teachers partly in response to the most recent Ofsted inspection framework. There are two strands – one for Primary teaching and one for Secondary teaching – with each containing six twilight sessions delivered online over the course of a term. Sessions have been delivered by the CYP team with expert input from external practitioners in certain areas. Uptake has been excellent and feedback overwhelmingly positive.

The CYP team delivered a number of bespoke membership and dance careers talks at colleges and universities. We continue to offer these as an online service and have recently simplified our pricing structure to ensure that delivery is financially viable.

Last year, we completed the creation of a new online learning resource with Cornucopia Films, called *Step By Step*, to support the delivery of dance at Key Stage 2 and aimed at non-specialists. The programme was due to be launched by the BBC in the summer term and we contributed to a proposal for a further expansion of the programme into KS1 and KS3, however due to the COVID-19 crisis plans are currently on hold.

We held a meeting with Cornucopia, BBC and our Comms and marketing team and plan a joint launch and promotion of Step By Step in Autumn 2021, in time for the new academic year

MAGAZINES

Our magazines provide platforms for discussion and critical debate through reviews, interviews, and feature articles.

ONE is our industry facing magazine. HOTFOOT aims to redress the limited coverage of dance of the African Diaspora (DAD) to increase the awareness and understanding of DAD. Hotfoot experienced a 93% increase in readership during lockdown.

2,600 copies of ONE were circulated to members. There were 2,347 views of HOTFOOT for the year.

Callum Findlay-White of Birmingham Royal Ballet by Dani Bower Photography

MEMBERSHIP

In an extremely difficult year for the dance sector, our members continued to engage with us as we:

- Deepened our communication to keep members constantly updated on the guidance changes for dance and delivered our promised activities and teacher training online.
- Built on our work with Universities to offer concessionary student rates along with introductory training on embarking on a professional career in the dance sector, and healthier dance practice
- Offered freelancers three months of free membership to access resources, discounts and benefits. Our target was 100 individuals but the achievement was double this at 200.

At the year-end, we saw a fall in Individual and Healthcare Practitioner membership but a growth in organisational, teacher and student membership.

We thank our members for the confidence and trust placed in us.

Sugar n Spin by Dani Bower Photography for One Dance UK

FUNDRASING ACTIVITES

We are very pleased that Sport England agreed an extension to Dance On from 1 November 2020 to December 2021 with funding of £288,275. We continue to meet the filing requirements of the existing Dance On programme and Paul Hamlyn Foundation's Backbone fund.

We engaged two freelance fundraisers with contracted obligation and company monitoring of compliance with the Charities Act 2016 and guidance from the Fundraising Regulator's voluntary regulation scheme. We required and monitored protection around vulnerable people and members of the public from unreasonable intrusion on a person's privacy, unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the charity or placing undue pressure on a person to give money or other property. These fit with our safeguarding policy on all activities.

There were no complaints received by One Dance UK or our freelance fundraisers for our fundraising activities.

PLANS FOR FUTURE PERIODS

Given our experience in 2020/21, we will continue to deliver our activities online in 2021/22, graduating to a hybrid model of delivery as confidence in face-to-face activity and socialising returns. The benefits of wider online reach, accessibility and participation for children and young people, dance professionals and organisations allow us to achieve our mission and objectives more effectively.

In this financial year, we will hold sessions with Board and staff to develop the hybrid model for our activities with rollout in the next financial year 2022/23. As we will rely increasingly on data and analytics, we will build our data assets and use this year as a start to digital transformation of the organisation so we use collected data better to:

- Improve our service users' experience;
- Increase revenue through targeted offers based on knowledge of users' needs;
- Increase monitoring, evaluation and improvement of activities based on rich, timely information.

Advocacy on COVID-19 recovery and EU exit impact on the sector, including protecting diversity and freelancers is paramount to us. We will continue to gather information from our colleagues to engage with UK Government and devolved administrations in Northern Ireland, Scotland, and Wales on our sector's needs and communicate outcomes to the sector. We continue to be the Secretariat for the Dance APPG and CYP Programme Board, will continue to champion dance education with Ofqual and AfPE, and remain the Subject Association for Dance.

Karenza Doughty and Thomas by Dani Bower Photography for One Dance UK

Artists at Re:generations 2019 by Foteini Christophilpoulou

In 2021/22 our Head of Workforce Development (a new role focused on Equality, Diversity and Inclusion) will work with our Board, staff and sectoral partners to undertake a root and branch review of the value of diversity and inclusion within our organisation. This role will focus on creating strategies for our members and the sector to develop positive and sustainable actions that impact dance.

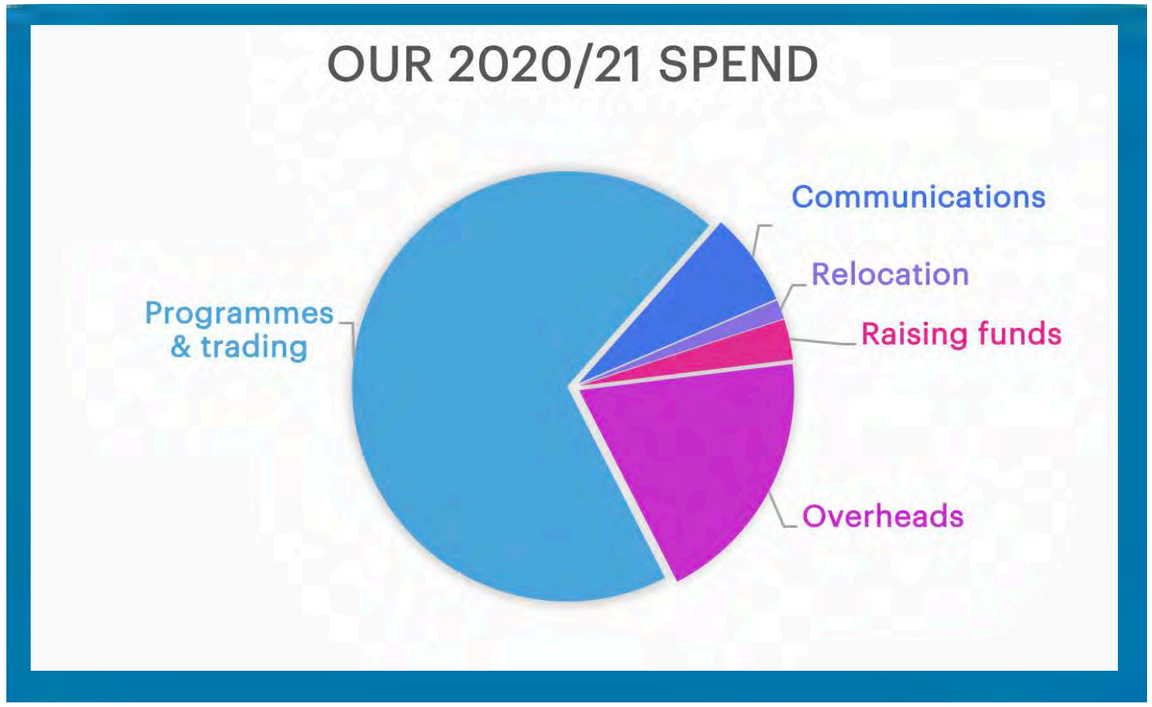
We will also continue our direct activities for Dance of the African Diaspora (DAD):

- DAD Mapping, our research report identified six priorities that professionals in the DAD sector see as key for progress. We shall focus on Fundraising difficulty for DAD work.
- Hotfoot Online magazine: 2021's theme is Paving the Way, looking at new approaches, emerging voices and providing space for young perspectives.
  In autumn, there will be a 21st anniversary edition. Hotfoot experienced a 93% increase in readership during lockdown.
- We have issued a survey to the wider sector to gauge how the I Move campaign is being received. We will review the results and respond in April to May 2021. We will continue with the DAD Facebook group and e-bulletin.

The 4th One Dance UK Awards will take place online in November 2021.

CPD Training for dance teachers will be online with a new Primary Dance Teacher qualification with People Dancing in September 2021 and Ready, Step, Teach in November 2021 onwards. Healthier Dancer Practice Talks are provided free online with twice weekly webinars from May 2020 on returning to dance, physical and mental health and wellbeing. HDP and NIDMS webinars receive attendances ranging from 200 to 700 attendees per session.

FINANCIAL REVIEW



Although we faced a difficult year, we maintained our full complement of staff who re-purposed and delivered almost all our services to the sector and members, and contributed to income growth in:

- Course sales (↑15%),
- POP (↑67%) and
- Membership (↑5%).

In presenting our activities online, we made significant savings in travel, venue hire, accommodation and other activity costs that compensated for falls in sponsorship and trading income.

We achieved a surplus of £58,733 on unrestricted activities (£5,972 at 31 March 2020).

Our restricted funds activities continue to show the timing difference of funds received in previous years and drawdowns in 2020/21. No restricted fund is in deficit at the year-end.

We have made significant reductions to budgeted earned income for the next two financial years while equally reducing projected programme costs as we will deliver our largest activities online in 2021/22. Our core costs will be met by our NPO grant with Arts Council England, membership and other sources of income that are set with our 2020/21 experience. We expect to cover our operating costs to 31 March 2022 and meet our planned activities for beneficiaries.

The Trustees are satisfied that One Dance UK is a going concern at the time of signing the accounts as:

- Core funding of £750,000 per annum is expected to continue as SSO within Arts Council England's National Portfolio of Organisations to March 2022;
- we have adjusted our future budgets and cashflow projections to anticipate lower than projected, earned income along with significantly lower programme costs through switching to online delivery. We expect to cover our operating costs to March 2022 and March 2023;
- our unrestricted reserves are at the appropriate level required by our Trustees and include consideration of the impact COVID-19 measures.

We are a Sector Support Organisation within Arts Council England's National Portfolio of Organisations. Arts Council England is our largest funder with funding used to meet our programme of activities and contribute to core costs.

PRINCIPAL RISKS AND MANAGEMENT

Our Trustees have a risk management strategy which comprises:

- a biannual review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the biannual review;
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

This work has identified that meeting fundraising targets and the impact of COVID-19 measures are the major financial risks we face to ensure we serve beneficiaries and maintain financial resilience.

The risks have been mitigated through:

- adjusting our business model, budgets and cashflows for the next two financial years in response to COVID-19 measures, with lower than originally budgeted earned income matched by equally lower operating costs through digital delivery;
- growing online delivery, communication and advocacy for the dance sector;
- maintaining our full staff without redundancies or furlough;
- continued funding from Arts Council England as principal NPO funder to 31 March 2022 and Paul Hamlyn Foundation to 31 March 2022, contributing to core and educational costs based on funding conditions that we are certain will be met.

We regularly review the fundraising achieved against targets to make any adjustments to our activities should the need arise.

RESERVES AND RESERVES POLICY

The Trustees of the charity have set the unrestricted reserves policy at a level so that there are sufficient funds to cover:

- three months of operations in the event of any unplanned closure and its impact on beneficiaries, staff and other financial commitments;
- fluctuations in annual projected income; and
- foreseeable financial commitments.

The Trustees have designated £100,000 of general funds for the purchase and implementation of a cloud-based CRM system and upgraded website for membership, events, marketing, donations and reporting. The CRM system and website are essential for improving our beneficiaries ease of use while matching future digital demands for our services and resources. We shall also significantly improve:

- Our beneficiaries experience, accessibility and communications with us;
- Our operations with greater staff time dedicated to interacting with our members and users;
- Our strategy and impact measurement with effective reporting and data analysis.

Purchase is expected to be undertaken toward the end of the financial year 2021/22 with the start date of the fully functional CRM system and website set for 1 April 2023.

At the year end, we hold £317,888 in unrestricted reserves (£359,155 at 31 March 2020). The designated reserves at 31 March 2021 amounted to £100,000.

This has been identified by the Trustees as an appropriate level given the plans for the future activities of the charity.

At 31 March 2021, the Research Grant from Arts Council England is £2,500 in deficit. The Grant will be recovered by 31 December 2021. No other restricted fund is in deficit at the year end. The Charity holds £18,167 at 31 March 2021 (£9,431 at 31 March 2020) in restricted funds for specific projects.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

One Dance UK is a company limited by guarantee governed by its Memorandum and Articles of Association dated 11 May 1994. It is registered as a charity with the Charity Commission. Anyone over the age of 18 can become a member of the Company and there are currently 1,354 members, each of whom agrees to contribute £1 in the event of the charity winding up.

Appointment of Trustees

As set out in the Articles of Association the Trustees are appointed by members of One Dance UK at the Annual General Meeting (AGM) or by postal vote. The Trustees shall retire from office at the fourth AGM following the AGM at which his or her current term commenced. Any Trustee who has served two consecutive terms can only be re-appointed after a one-year break from office.

All members are circulated with invitations to nominate Trustees prior to the AGM advising them of the retiring Trustees and requesting nominations for the AGM. If a vacancy on the Board occurs between AGMs the Board may co-opt a person to serve until the next AGM when such person may stand for election. If the Trustees determine that the Board is lacking any particular skill then the Trustees may appoint an additional three Trustees at any time with a term not exceeding four years from the AGM that their appointment was accepted by members.

Trustee induction and training

New Trustees are required to have an induction into all key areas of One Dance UK's work and its constitution, and to be briefed on their legal obligations prior to their first Board meeting. They must sign a 'fit and proper person' declaration, conflict of interest memorandum, and are provided with good governance documentation, financial and management accounts, the Memorandum and Articles of Association and the latest business plan.

Organisation

The Board of Trustees, which can have up to 20 members, is responsible for decisions regarding policy and overall direction. The Board monitors progress of programmes and initiatives, finance and other developments at quarterly meetings and reports to the membership at the AGM. There are subcommittees covering relocation and finance that meet regularly.

A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment, project and programme delivery and fundraising

SENIOR MANAGEMENT TEAM

Chief Executive | Andrew Hurst MBE

Deputy Chief Executive & Finance Director
Christopher Rodriguez

RELATED PARTIES AND UMBRELLA NETWORKS

None of our Trustees receive remuneration or other benefit from their work with the charity. Any connection between a Trustee or senior manager of the charity with a related party must be disclosed to the full board of Trustees in the same way as any other contractual relationship with a related party. In the current year no such related party transactions were reported.

The charity is a paying member of umbrella groups Creative Industries Federation and UK Dance Network. The charity is also a non-paying participant of other umbrella groups that are What Next?, Culture Counts and the Cultural Learning Alliance. Our membership and affiliations do not impact on the operating policies adopted by the charity.

COVID-19 control measures on our wider network have not impacted our operations.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The Charity Trustees (who are also the Directors of One Dance UK for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that period. In preparing the financial statements, the trustees are required to:

1. select suitable accounting policies and then apply them consistently;

2. observe the methods and principles in the Charities SORP;

3. make judgements and estimates that are reasonable and prudent;

4. state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

5. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to Disclosure to Our Auditors

Each of the Trustees (who are also the Directors of the company) at the time when this Trustees' Report is approved has confirmed that:

- so far as the Trustee is aware, there is no relevant audit information of which the company's auditor is unaware; and
- the Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the company's auditor is aware of that information."

By order of the Board of Trustees

Amanda Skoog

Amanda Skoog MNZM, Chair Director

3 December 2021

One Dance UK
Supporting Dance

ONE DANCE UK

REFERENCE AND ADMINSTRATIVE DETAILS OF THE COMPANY

FOR THE YEAR ENDED 31 MARCH 2021

Trustees

Amanda Skoog MNZN (Chair) (appointed 18 November 2020) Andrew Carrick
Anthony Browne
Anu Giri (resigned 6 July 2020)
David Watson
Denise Nurse
Jane Mary Bonham-Carter (appointed 7 December 2020)
Julian Flitter
Piali Ray
Susannah Simons
Susan Wyatt (resigned 6 July 2020)
Victoria Igbokwe

Company registered number:	2931636
Charity registered number:	801552
Registered office:	Dance Hub, Thorp Street, Birmingham, B5 4TB
Chief executive:	Andrew Hurst
Independent auditors:	Haysmacintyre LLP, 10 Queen Street, London EC4R 1AG
Bankers:	Cater Allan, 9 Nelson Street, Bradford, BD1 5AN CAF Bank Ltd, 25 Kings Hill Avenue, West Malling Kent ME19 4JQ HSBC Bank Plc, 18 Ballards Lane, Church End, Finchley, London, N3
Solicitors:	Level Law, 20 - 22 Shelton Street, Covent Garden, London, WC2H 9JJ

Opinion

We have audited the financial statements of One Dance UK for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Income and Expenditure account, the Balance Sheet, the Statement of Cash Flow and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report (which includes the Directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the Directors' report).

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

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

Responsibilities of trustees for the financial statements
As explained more fully in the trustees' responsibilities statement **set out on page 38,** the trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to charity and company law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as income tax, payroll tax and VAT.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls),and determined that the principal risks were related to revenue recognition and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of laws and regulation and risks of fraud;
- Evaluating management's controls designed to prevent and detect irregularities; and
- Identifying and testing journals, in particular journal entries posted with unusual account combinations or with unusual descriptions.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

Jane Askew (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

3 December 2021

ONE DANCE UK

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME & EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	Total 2020 £
Income from:					
Donations and legacies	2	765,130	215,764	980,894	961,600
Charitable activities	3	91,895	-	91,895	110,066
Fundraising activities	4	15,125	-	15,125	79,500
Other income		188	-	188	223
Total income		872,338	215,764	1,088,102	1,151,389
Expenditure on:					
Raising funds		44,674	-	44,674	50,322
Charitable activities	5,6	768,931	207,029	975,960	1,135,714
Total expenditure	7	813,605	207,029	1,020,634	1,186,036
Net movement in funds		58,733	8,735	67,468	(34,647)
Reconciliation of funds:					
Total funds brought forward	15	359,155	9,432	368,587	403,234
Total funds carried forward	15	417,888	18,167	436,055	368,587

All income derives from continuing activities.

The notes on pages 48 to 62 part of these financial statements.

BALANCE SHEET

AT 31 MARCH 2021

	Note	£	2021 £	£	2020 £
Fixed assets					
Intangible assets	10		43,872		65,808
Tangible assets	11		12,235		19,780
			56,107		85,568
Current assets					
Stocks	12	-		903	
Debtors	13	101,989		79,341	
Cash at bank and in hand		565,235		313,144	
		667,224		393,388	
Creditors: Amounts falling due within one year	14	(287,276)		(110,389)	
Net current assets			379,948		282,999
Total net assets			436,055		368,587
Charity Funds					
Restricted funds	15		18,167		9,432
Unrestricted funds	15		417,888		359,155
Total funds			436,055		368,587

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

The financial statements were approved and authorised for issue by the Trustees on 3 December 2021 and signed on their behalf by:

Amanda Skoog Julian Flitter

Amanda Skoog MNZM, Chair **Julian Flitter, Director**

The notes on pages 48 to 62 form part of these financial statements.

ONE DANCE UK

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash used in/(provided by) operating activities	17	255,664	(3,721)
Cash flows from investing activities:			
Purchase of fixed assets		(3,573)	(28,381)
Net cash used in investing activities		(3,573)	(28,381)
Change in cash and cash equivalents in the year		252,091	(32,102)
Cash and cash equivalents brought forward		313,144	345,246
Cash and cash equivalents carried forward		565,235	313,144

Analysis of changes in net debt	**At 1 April 2020** **£**	**Cash Flows** **£**	**At 31 March 2021** **£**
Cash and cash equivalents	313,144	252,091	5,829

The notes on pages 48 to 62 form part of these financial statements.

1. Accounting policies

1.1 Basis of preparation of the financial statements

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

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

1.2 Company status

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

1.3 Going concern

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern at the time of signing the accounts as:

- Core funding of £750,000 per annum is expected to continue as SSO within Arts Council England's National Portfolio of Organisations to March 2022;
- The Charity has adjusted its future budgets and cashflow projections to anticipate lower projected earned income along with significantly lower programme costs through switching to online delivery. The Charity expects to cover its operating costs to March 2022 and March 2023; and
- The Charity's unrestricted reserves are at the appropriate level set by the Trustees and include consideration of the impact of Coronavirus measures

1.4 Income

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

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1. Accounting policies (continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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 company.

Charitable activities are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

1.6 Intangible fixed assets and amortisation

Intangible assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is charged over a period of five years.

1.7 Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised at cost.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

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

Office equipment - 50% and 33% on cost

1.8 Interest receivable

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

1.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1. Accounting policies (continued)

1.10 Debtors

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

1.11 Cash at Bank and in hand

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

1.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.13 Financial instruments

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

1.14 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

1.15 Fund accounting

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

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

Investment income, gains and losses are allocated to the appropriate fund.

1.16 Subsidiary Holdings

One Dance UK is the sole shareholder in 4 dormant companies registered in England and Wales. None of the companies have traded during the year or the previous year. There are no assets or liabilities in the companies, and they have not been consolidated in these financial statements on the basis of immateriality.

One Dance UK Trading Limited 9532327
ADAAAD Limited 10274996
YDNE Limited 10274857
NDTA Limited 10275179

2. Income from donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total £
2021			
Donations	1,330	-	1,330
Grants	763,800	215,764	979,564
Total 2021	765,130	215,764	980,894
2020			
Donations	3,389	-	3,388
Grants	749,880	208,331	958,212
Total 2020	753,269	208,331	961,600

3. Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total £
Projects 2021	91,895	-	91,895
Projects 2020	110,066	-	110,066

4. Fundraising income

	Unrestricted Funds £	Restricted Funds £	Total £
2021			
Fundraising events	500	-	500
Sponsorship	14,625	-	14,625
Total 2021	15,125	-	15,125
2020			
Fundraising events	50,000	-	50,000
Sponsorship	29,500	-	29,500
Total 2020	79,500	-	79,500

5. Charitable activities - Direct costs

	Total 2021 £	Total 2020 £
Project expenditure	273,015	392,955
Wages and salaries	236,805	226,101
National insurance	32,993	30,374
Pension costs	5,972	4,877
	548,785	654,307

6. Charitable activities - Support costs

	Total 2021 £	Total 2020 £
Office overheads	79,564	107,280
Administration costs	20,536	67,076
Professional finance	22,871	29,083
Governance	11,030	11,115
IT and software	35,575	23,899
Wages and salaries	248,722	223,771
National insurance	3,885	4,671
Pension cost	4,992	14,512
	427,175	481,407

7. Analysis of expenditure by expenditure type

	Staff costs 2021 £	Other costs 2021 £	Total 2021 £
Fundraising team costs	36,850	7,824	44,674
Charitable activities	533,369	442,591	975,960
	570,219	450,415	1,020,634

	Staff costs 2020 £	Other costs 2020 £	Total 2020 £
Fundraising team costs	27,000	23,322	50,322
Charitable activities	504,306	631,408	1,135,714
	531,306	654,730	1,186,036

8. Net income/(expenditure)

This is stated after charging:	Total 2021 £	Total 2020 £
Depreciation of tangible fixed assets:		
- Owned by the charity	11,118	10,349
Amortisation of intangible fixed assets	21,936	21,935
Auditors' remuneration – audit	11,000	10,500

During the year, no Trustees received any remuneration (2020 - £NIL).
During the year, no Trustees received any benefits in kind (2020 - £NIL).
During the year, no Trustees received any reimbursement of expenses (2020 - £Nil).

9. Staff costs

Staff costs were as follows:

	Total 2021 £	Total 2020 £
Wages and salaries	522,377	476,872
Social security costs	36,878	35,045
Pension costs	10,964	19,389
	570,219	531,306

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

	2021 No.	2020 No.
Administration and projects	17	16

The number of higher paid employees was:

	2021 No.	2020 No.
Earning between £60,000 - £70,000	1	1

The Chief Executive, Finance Director and the heads of departments represent the key management of the Charity. Remuneration and benefits received by key management personnel in the year were £254,737 (2020 - £184,367).

10. Intangible fixed assets

	Software £
Cost	
At 1 April 2020 and 31 March 2021	111,239
Amortisation	
At 1 April 2020	45,431
Charge for the year	21,936
At 31 March 2021	67,367
Carrying amount	
At 31 March 2021	43,872
At 31 March 2020	65,808

11. Tangible fixed assets

	Office Equipment £
Cost	
At 1 April 2020	57,885
Additions	3,573
At 31 March 2021	61,458
Depreciation	
At 1 April 2020	38,105
Charge for the year	11,118
At 31 March 2021	49,223
Net book value	
At 31 March 2021	12,235
At 31 March 2020	19,780

12. Stocks

	Total 2021 £	Total 2020 £
Books and materials	-	903

13. Debtors

	Total 2021 £	Total 2020 £
Trade debtors	5,454	25,368
Other debtors	3,132	14,495
Prepayments and accrued income	93,403	39,478
	101,989	79,341

14. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	161,509	24,675
Other taxation and social security	12,927	12,936
Accruals and deferred income	110,711	72,778
Other creditors	2,129	-
	287,276	110,389

15. Statement of funds

Statement of funds – current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Unrestricted funds					
General Funds	359,155	872,338	(813,605)	(100,000)	317,888
Designated funds	-	-	-	100,000	100,000
Restricted funds					
Fidelity	1,878	-	(1,878)	-	-
Dance On	9,228	175,764	(165,076)	-	19,916
Creative Scotland	826	-	(75)	-	751
Paul Hamlyn Foundation	-	40,000	(40,000)	-	-
Research	(2,500)	-	-	-	(2,500)
	9,432	215,764	(207,029)	-	18,167
Total of funds	368,587	1,088,102	(1,020,634)	-	436,055

15. Statement of funds (continued)

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2020 £
Unrestricted funds					
General Funds	353,181	943,058	(937,084)	-	359,155
Restricted funds					
Fidelity	23,814	-	(21,936)	-	1,878
Dance On	-	168,331	(159,103)	-	9,228
Creative Scotland	1,641	-	(815)	-	826
Paul Hamlyn Foundation	-	40,000	(40,000)	-	-
Research	8,098	-	(10,598)	-	(2,500)
Get Doncaster Dancing	16,500	-	(16,500)	-	-
	50,053	208,331	(248,952)	-	9,432
Total of funds	403,234	1,151,389	(1,186,036)	-	368,587

Designated funds
The Trustees have designated £100,000 of general funds for the purchase and implementation of a cloud-based CRM system and upgraded website for membership, events, marketing, donations and reporting. The CRM system and website are essential for improving our beneficiaries ease of use while matching future digital demands for our services and resources.

Fidelity
The Fidelity UK Foundation provided £45,750 toward the implementation of a new Customer Relationship Management (CRM) system of database and website. The CRM was operational in 2018/19. Costs were applied against the grant over the useful life of the CRM.

Dance On
The programme is funded by Sport England, Leeds City Council and City of Bradford Metropolitan District Council and aims to reduce the number of older people in Leeds, Bradford and Doncaster who are not achieving 30 minutes of moderate physical activity per week, particularly targeting women aged 55+ years and those living with long-term ill health and disabilities. The programme works to improve health and social outcomes for older people, build the evidence base and develop a model dance programme to tackle inactivity in older people that is replicable and scalable. Dance On successfully achieved a funding extension from 1 November 2020 to 31 December 2021, with £90,085 recognised in the current year. One Dance UK is working with Yorkshire Dance, Doncaster Community Arts and University of Leeds to deliver the programme.

Creative Scotland
Creative Scotland provided an Open Project Fund grant to build on the professional development support offered to Scottish dancers, choreographers and dance students.

15. Statement of funds (continued)

Paul Hamlyn Foundation
One Dance UK was awarded a 5-year grant of £40,000 per year from the Backbone Fund as recognition of the important role that One Dance UK plays in the sector and as marking the establishment of a strategic relationship through which Paul Hamlyn Foundation may seek advice from time to time. This is the second year of the grant.

Research
One Dance UK drew down £22,500 of a £25,000 grant awarded by Arts Council England, along with a £2,500 contribution from the Dance Professionals Fund, for research and a published report on 'The Role and Impact of Freelancers in the Dance Sector'. The research was undertaken by the School of Media and Performance, University of Bedfordshire and included the full range of activity undertaken by independent dance artists and the organisations which support this activity, including through funding, in-kind support or paid work. The completed report provides findings to stakeholders regarding future support for the sector and where the gaps in provision might be. The dissemination of the final report has been delayed due to COVID-19 disruption. The Grant will be recovered by 31 December 2021.

Get Doncaster Dancing
The scope of the project is to develop a strategic vision where dance contributes to the reduction of physical inactivity levels in Doncaster through a community and sector led approach. The main outcomes are to improve health, social, learning and employability through dance and to reduce health inequalities particularly for women and girls with disabilities and in disadvantaged communities in Doncaster. The project is completed.

16. Analysis of net assets between funds

Analysis of net assets between funds – current year

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
Intangible fixed assets	31,965	11,907	43,872
Tangible fixed assets	12,235	-	12,235
Net current assets	373,688	6,260	379,948
	417,888	18,167	436,055

Analysis of net assets between funds – prior year

	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total funds 2020 £
Intangible fixed assets	47,947	17,861	65,808
Tangible fixed assets	19,780	-	19,780
Net current assets	291,428	(8,429)	282,999
	359,155	9,432	368,587

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

	Total 2021 £	Total 2020 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)	67,468	(34,647)
Adjustment for:		
Depreciation and amortisation charges	33,054	32,284
Decrease in stocks	903	1,703
Increase in debtors	(22,648)	(11,840)
Increase in creditors	176,887	8,779
Net cash provided by /(used in) operating activities	255,664	(3,721)

18. Pension commitments

The company operates a defined contributions pension scheme which was implemented in February 2017. The assets of the scheme are held separately from those of the company in independently administered fund. The pensions cost charge represents contributions payable by the company to the fund and amounted to £10,964 (2020 - £9,389).

19. Operating lease commitments

At 31 March 2021 the total of the Charity's future minimum lease payments under non-cancellable operating leases was:

	Office equipment	
	Total 2021 £	Total 2020 £
Amounts payable:		
Within 1 year	4,409	6,057
Between 1 and 5 years	797	12,642
	5,206	18,699

20. Related party transactions

Trinity Laban Conservatoire of Music and Dance, in which Anthony Bowne is a Director, were paid £nil for POP screening during the year (2020 - £205).

Dance Umbrella, in which Anu Giri is the Executive Director, were paid £nil for services during the year (2020 - £750).

Both transactions were on an arm's length basis. Neither Trustee received any benefit or remuneration as a result of the transaction.

As disclosed in note 8, there were no transactions with Trustees in the year (2020 – no transactions).

21. Income and expenditure

	Sport England £	Arts Council England £	Non-public Funding £	Total 2021 £	Total 2020 £
Income					
Dance On Project	175,764	-	-	175,764	168,331
Non-public funding	-	763,800	148,538	912,338	983,058
	175,764	-	148,538	1,088,102	1,151,389
Expenditure					
Dance On Project	(165,076)	-	-	(165,076)	(159,103)
Non-public funding	-	(763,800)	(91,758)	(855,558)	(1,026,933)
	(165,076)	-	(91,758)	(1,020,634)	(1,186,036)
Surplus for the year	10,688	-	56,780	67,468	(34,647)

Income and expenditure – prior year

	Sport England £	Arts Council England £	Non-public Funding £	Total 2020 £
Income				
Dance On Project	168,331	-	-	168,331
NPO		749,880	-	749,880
Non-public funding	-	-	233,178	233,178
	168,331	749,880	233,178	1,151,389
Expenditure				
Dance On Project	(159,103)	-	-	(159,103)
NPO		(749,880)	-	(749,880)
Non-public funding	-	-	(277,053)	(277,053)
	(159,103)	(749,880)	(277,053)	(1,186,036)
Surplus for the year	9,228	-	(43,875)	(34,647)

22. Statement of financial activities for the year ended 31 March 2020

	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £
Income from:			
Donations and legacies	753,269	208,331	961,600
Charitable activities	110,066	-	110,066
Fundraising activities	79,500	-	79,500
Other income	223	-	223
Total income	943,058	208,331	1,151,389
Expenditure on:			
Raising funds	50,322	-	50,322
Charitable activities	886,762	248,952	1,135,714
Total expenditure	937,084	248,952	1,186,036
Net movement in funds	5,974	(40,621)	(34,647)
Reconciliation of funds:			
Total funds brought forward	353,181	50,053	403,234
Total funds carried forward	359,155	9,432	368,587