

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 process 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 programme](#) with 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."*

## 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 Education (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 cohort 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 31<sup>st</sup> March 2024

By order of the Board of Trustees

A handwritten signature in black ink that reads "Amanda Skoog". The signature is written in a cursive, flowing style.

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 ADMINISTRATIVE DETAILS OF THE COMPANY  
FOR THE YEAR ENDED 31 MARCH 2024

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**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 FINANCIAL ACTIVITIES (INCORPORATING THE INCOME & EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2024

|                                    |           | Unrestricted    | Restricted     |                 |                |
|------------------------------------|-----------|-----------------|----------------|-----------------|----------------|
|                                    |           | Funds           | Funds          | Total           | Total          |
|                                    |           | 2024            | 2024           | 2024            | 2023           |
|                                    |           |                 |                |                 | (restated)     |
| Note                               | £         | £               |                | £               | £              |
| <b>Income from:</b>                |           |                 |                |                 |                |
| 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          |
| <b>Total income</b>                |           | <b>859,981</b>  | <b>-</b>       | <b>859,981</b>  | <b>962,440</b> |
| <b>Expenditure on:</b>             |           |                 |                |                 |                |
| Raising funds                      |           | 72,296          | -              | 72,296          | 72,712         |
| Charitable activities              | 5,6       | 862,563         | 5,670          | 868,233         | 889,937        |
| <b>Total expenditure</b>           | <b>7</b>  | <b>934,859</b>  | <b>5,670</b>   | <b>940,529</b>  | <b>962,649</b> |
| <b>Net income</b>                  |           | <b>(74,878)</b> | <b>(5,670)</b> | <b>(80,548)</b> | <b>(209)</b>   |
| Transfers between funds            |           | -               | -              | -               | -              |
| <b>Net movement in funds</b>       |           | <b>(74,878)</b> | <b>(5,670)</b> | <b>(80,548)</b> | <b>(209)</b>   |
| <b>Reconciliation of funds:</b>    |           |                 |                |                 |                |
| Total funds brought forward        | 14        | 475,284         | 5,670          | 480,954         | 481,163        |
| <b>Total funds carried forward</b> | <b>14</b> | <b>400,406</b>  | <b>-</b>       | <b>400,406</b>  | <b>480,954</b> |

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<br>£      | £              | 2023<br>£      |
|---|------|----------------|----------------|----------------|----------------|
| <b>Fixed assets</b>                                   |      |                |                |                |                |
| Intangible assets                                     | 10   |                | 115,028        |                | 63,345         |
| Tangible assets                                       | 11   |                | 1,400          |                | 954            |
|   |      |                | <u>116,428</u> |                | <u>64,299</u>  |
| <b>Current assets</b>                                 |      |                |                |                |                |
| Debtors   | 12   | 6,319          |                | 104,595        |                |
| Cash at bank and in hand                              |      | 364,881        |                | 426,979        |                |
|   |      | <u>371,200</u> |                | <u>531,574</u> |                |
| <b>Creditors:</b> Amounts falling due within one year | 13   | (87,222)       |                | (114,919)      |                |
| <b>Net current assets</b>                             |      |                | <u>283,978</u> |                | <u>416,655</u> |
| <b>Total net assets</b>                               |      |                | <u>400,406</u> |                | <u>480,954</u> |
| <b>Charity Funds</b>                                  |      |                |                |                |                |
| Restricted funds                                      | 14   |                | -              |                | 5,670          |
| Unrestricted funds                                    | 14   |                | 400,406        |                | 475,284        |
| <b>Total funds</b>                                    |      |                | <u>400,406</u> |                | <u>480,954</u> |

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*

*Julian Flitter*

**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                   | <b>2024<br/>£</b> | <b>2023<br/>£</b>  |
|--|------------------------|-------------------|--------------------|
| <b>Cash flows from operating activities</b>            |                        |                   |                    |
| Net cash used in/(provided by) operating activities    | 16                     | 21,814            | (32,634)           |
|  |                        |                   |                    |
| <b>Cash flows from investing activities:</b>           |                        |                   |                    |
| Purchase of fixed assets                               |                        | (83,912)          | (64,125)           |
|  |                        |                   |                    |
| <b>Net cash used in investing activities</b>           |                        | (83,912)          | (64,125)           |
|  |                        |                   |                    |
| <b>Change in cash and cash equivalents in the year</b> |                        | (62,098)          | (96,759)           |
|  |                        |                   |                    |
| Cash and cash equivalents brought forward              |                        | 426,979           | 523,738            |
|  |                        |                   |                    |
| <b>Cash and cash equivalents carried forward</b>       |                        | 364,881           | 426,979            |
|  |                        |                   |                    |
|  | <b>At 1 April 2023</b> | <b>Cash Flows</b> | <b>At 31 March</b> |
|  | <b>£</b>               | <b>£</b>          | <b>2024</b>        |
| <b>Analysis of changes in net debt</b>                 |                        |                   | <b>£</b>           |
| Cash and cash equivalents                              | 426,979                | (62,098)          | 364,881            |

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

**ONE DANCE UK**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**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.

**1.10 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

**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.

**ONE DANCE UK**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**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**

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

ONE DANCE UK  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024

2. Income from donations and legacies (continued)

The company recognised Public Funding income from:

|                   | Arts Council England<br>£ |
|-------------------|---------------------------|
| <b>2024</b>       |                           |
| Core              | 763,800                   |
| <b>Total 2024</b> | <b>763,800</b>            |

|                    | Arts Council England<br>£ |
|--------------------|---------------------------|
| <b>2023</b>        |                           |
| Core               | 763,800                   |
| Dance Passion      | 25,000                    |
| <b>Total 2023-</b> | <b>788,800</b>            |

3. Income from charitable activities

|               | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>£ |
|---------------|----------------------------|--------------------------|------------|
| Projects 2024 | 87,820                     | -                        | 87,820     |
| Projects 2023 | 89,428                     | -                        | 89,428     |

4. Fundraising income

|                    | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>£    |
|--------------------|----------------------------|--------------------------|---------------|
| <b>2024</b>        |                            |                          |               |
| Sponsorship        | 5,615                      | -                        | 5,615         |
| <b>Total 2024</b>  | <b>5,615</b>               | <b>-</b>                 | <b>5,615</b>  |
| <b>2023</b>        |                            |                          |               |
| Fundraising events | 150                        | -                        | 150           |
| Sponsorship        | 10,000                     | -                        | 10,000        |
| <b>Total 2023</b>  | <b>10,150</b>              | <b>-</b>                 | <b>10,150</b> |

ONE DANCE UK

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

|    |   |                          |                    |         |
|----|---|--------------------------|--------------------|---------|
| 5. | Charitable activities - Direct costs        | Total<br>2024<br>£       | Total<br>2023<br>£ |         |
|    | 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<br>2024<br>£       | Total<br>2023<br>£ |         |
|    | 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<br>2024<br>£                    | Other costs<br>2024<br>£ | Total<br>2024<br>£ |         |
|    | Fundraising team costs                      | 72,296                   | -                  | 72,296  |
|    | Charitable activities                       | 562,819                  | 305,414            | 868,233 |
|    |   | 635,115                  | 305,693            | 940,529 |
|    | Staff costs<br>2023<br>£                    | Other costs<br>2023<br>£ | Total<br>2023<br>£ |         |
|    | Fundraising team costs                      | 41,912                   | 30,800             | 72,712  |
|    | Charitable activities                       | 578,437                  | 311,500            | 889,937 |
|    |   | 620,349                  | 342,300            | 962,649 |



**ONE DANCE UK**

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2024**

**8. Net income/(expenditure)**

This is stated after charging:

Depreciation of tangible fixed assets:

Owned by the charity

Amortisation of intangible fixed assets

Auditors' remuneration – audit

Independent examiner's fees

| <b>Total<br/>2024<br/>£</b> | <b>Total<br/>2023<br/>£</b> |
|-----------------------------|-----------------------------|
|                             |                             |
| 3,026                       | 1,191                       |
| 28,757                      | 22,716                      |
| -                           | -                           |
| 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:

|                       | <b>Total<br/>2024<br/>£</b> | <b>Total<br/>2023<br/>£</b> |
|-----------------------|-----------------------------|-----------------------------|
| Wages and salaries    | 576,930                     | 556,721                     |
| Social security costs | 46,879                      | 52,059                      |
| Pension costs         | 11,306                      | 11,569                      |
|                       | <u>635,115</u>              | <u>620,349</u>              |

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

|                             | <b>2024<br/>No.</b> | <b>2023<br/>No.</b> |
|-----------------------------|---------------------|---------------------|
| Administration and projects | 17                  | 19                  |

The number of higher paid employees was:

|                                   | <b>2023<br/>No.</b> | <b>2023<br/>No.</b> |
|-----------------------------------|---------------------|---------------------|
| 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).

ONE DANCE UK  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024

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      |

ONE DANCE UK  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024

12. Debtors

|                                | Total<br>2024<br>£ | Total<br>2023<br>£ |
|--------------------------------|--------------------|--------------------|
| Trade debtors                  | -                  | 7,309              |
| Other debtors                  | -                  | 10,740             |
| Prepayments and accrued income | 6,319              | 86,546             |
|                                | <u>6,319</u>       | <u>104,595</u>     |

13. Creditors: Amounts falling due within one year

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

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

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FOR THE YEAR ENDED 31 MARCH 2024

14. Statement of funds (continued)

Comparative statement

|                        | Balance at<br>1 April 2022<br>£ | Income<br>£    | Expenditure<br>£ | Transfers<br>£ | Balance at<br>31 March<br>2023<br>£ |
|------------------------|---------------------------------|----------------|------------------|----------------|-------------------------------------|
| 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                                 |
|                        | <u>478,462</u>                  | <u>893,440</u> | <u>(896,618)</u> | <u>-</u>       | <u>475,284</u>                      |
| Restricted funds       |                                 |                |                  |                |                                     |
| Creative Scotland      | 751                             | -              | -                | -              | 751                                 |
| Paul Hamlyn Foundation | -                               | 44,000         | (44,000)         | -              | -                                   |
| Dance Passion          | 1,950                           | 25,000         | (22,031)         | -              | 4,919                               |
|                        | <u>2,701</u>                    | <u>69,000</u>  | <u>(66,031)</u>  | <u>-</u>       | <u>5,670</u>                        |
| Total of funds         | <u>481,163</u>                  | <u>962,440</u> | <u>(962,649)</u> | <u>-</u>       | <u>480,954</u>                      |

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 not 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.

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15. Analysis of net assets between funds

Analysis of net assets between funds – current year

|                         | Unrestricted<br>Funds<br>2024<br>£ | Restricted<br>Funds<br>2024<br>£ | Total<br>Funds<br>2024<br>£ |
|-------------------------|------------------------------------|----------------------------------|-----------------------------|
| Intangible fixed assets | 115,028                            | -                                | 115,028                     |
| Tangible fixed assets   | 1,400                              | -                                | 1,400                       |
| Net current assets      | 283,978                            | -                                | 238,978                     |
|                         | <u>400,406</u>                     | <u>-</u>                         | <u>400,406</u>              |

Analysis of net assets between funds – prior year

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

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**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2024**

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

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

**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:

|                       | <b>Office equipment</b>     |                             |
|-----------------------|-----------------------------|-----------------------------|
|                       | <b>Total<br/>2024<br/>£</b> | <b>Total<br/>2023<br/>£</b> |
| Amounts payable:      |                             |                             |
| Within 1 year         | 1,154                       | 1,154                       |
| Between 2 and 5 years | 1,646                       | 1,646                       |
|                       | <b>2,800</b>                | <b>2,800</b>                |

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**NOTES TO THE FINANCIAL STATEMENTS**

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**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).